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SECOND REPORT ON THE CASE TRACKING SYSTEM IMPLEMENTATION

USAID/GHANA JUSTICE SECTOR REFORM CASE TRACKING SYSTEM ACTIVITY

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Cover photo: Police officers view their first electronic case in the system in Tamale Central Police Station in March 16, 2020. (Credit: Nabson Antuba, Inter-regional Bridge Group)

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ACRONYMS

ADKAR	Awareness, Desire, Knowledge, Ability and Reinforcement change management model
BSC	Balanced Score Card
CID	Criminal Investigation Division
CIS	Communications and information sharing
CLIN	Contract line item number
CM	Change management
CMS	Case management system
CMPP	Change Management Point Person
CSO	Civil society organization
CTS	Case Tracking System
DPP	Director of Public Prosecution
EOCO	Economic and Organized Crime Office
FP	Focal point
GoG	Government of Ghana
GPoS	Ghana Police Service
GPrS	Ghana Prison Service
ICMP	Inter-Institutional Change Management Plan
ICT	Information and Communications Technology
IICMC	National Inter-Institutional Change Management Committee
IICISC	National Inter-Institutional Communications and Information/Sharing Committee
IGP	Inspector General of the Police
J4A	Justice for All
JSG	Judicial Service of Ghana
JUPOL	Judicial Police
KSA	Key Stakeholder Agency
LAC	Legal Aid Commission
MEL	Monitoring, Evaluation, and Learning

MOJ	Ministry of Justice
MOJAGD	Ministry of Justice/Attorney General's Department
PPP	Public Private Partnership
RISGs	Regional Inter-Institutional Support Groups
SGI	Security Governance Initiative
SPA	Substantive Pilot Application
TIP	Trafficking in Persons
ToT	Training of Trainers
USAID	United States Agency for International Development

PROGRAM DESCRIPTION

The USAID/Ghana Justice Sector Reform Case Tracking System (CTS) Activity seeks to develop an integrated CTS to support the Government of Ghana's (GoG's) ability to effectively investigate and prosecute criminal acts. The CTS Activity will improve Ghana's ability to track criminal cases from their introduction into the system to their prosecution, trial, and sentencing in the courts, and execution of the sentence in prison, improving information sharing and coordination among Ghana's law enforcement and judicial authorities and increasing the efficiency and effectiveness in investigating and prosecuting criminal cases of all types, especially those related to corruption, border security, maritime security, and cybercrime – the focus areas of the Security Governance Initiative (SGI). The project has three objectives:

- Develop a comprehensive design and sustainable roll-out process for an integrated CTS for the Ghana criminal justice sector;
- Implement a testing phase and identify the requirements for the sustainable use and expansion of the integrated CTS; and
- Improve procedures and policies to strengthen change management, coordination, and communication across key justice-sector institutions that sustain the use of an integrated CTS.

The CTS Activity is implemented by Chemonics International, in conjunction with sub-contractors Inter-regional Bridge Group (IBG) and Transnational Development Associates (TDA).

EXECUTIVE SUMMARY

The *Second Report on CTS System Implementation* is a Ghana CTS Activity contractual deliverable under CLIN0002i under *Objective2: Second Report on CTS System Implementation*. This report was compiled after working closely on testing and roll-out with the staff and leadership of the six GoG key stakeholder agencies (KSAs) identified in our successful proposal: (1) Judicial Service, (2) Ghana Police Service (GPS), (3) Ghana Prisons Service, (4) Director of Public Prosecution (DPP) at the Ministry of Justice and Attorney General's Department, (5) Legal Aid Scheme (LAS), and (6) Economic and Organised Crime Office (EOCO). This report covers the CTS System Implementation from the final preparation for roll-out in November and December of 2020 and roll-out of the case tracking system in Volta, Northern, and Greater Accra regions up to March 26, 2020.

Overview of the roll-out phase

Finalization of preparations for the roll-out phase. During the period of May 2019 through early November 2019, the CTS Activity conducted a rolling series of testing in sites in four regions starting with Volta, followed by Northern, Greater Accra, and then Ashanti. A total of 126 new feature requests were made based off of the testing, not including the previous year's efforts demonstrating and obtaining feedback. During the testing phase, the IBG team also worked directly with police stations to transfer cases from the record of offense books into the CTS to facilitate quick usage of the system once it went live in that police station.

Sites within regions were selected to allow for the testing of some of the substantive pilot application protocols created by the CTS Activity to handle cases such as border crimes, trafficking in persons, and sexual and gender-based violence. The remaining four substantive pilot application protocols - cybercrime, corruption and organized crime, justice for all (remand, child, and juvenile prisoners), and maritime crimes - were tested with groups in Greater Accra in October 2019 as well to ensure the adjustments made to cater the system to these types of cases were appropriate and acceptable to stakeholders. The Activity also created one hundred and three amendments to standard operating procedures and new policies on the terms and conditions of CTS use, software privacy policies, collaboration and information-sharing, incentives to encourage effective use of CTS, and use of the CTS with private devices in consultation with KSA stakeholders to facilitate use of the system.

During the months of November and December 2019, the project completed its testing in Ashanti and the required updates to the system; worked with the Regional

Interinstitutional Support Groups (RISG) to prepare them for change management efforts; finalized the training of trainer materials; met with key stakeholders in Eastern, Western, and Central regions to establish the RISGs to lead change management efforts there and discuss the roll-out process; and worked with the Bureau for National Communications (BNC) to continue to push for them to extend their connectivity so that all sites would have internet as the system is rolled out.

Roll-out. After ensuring all actors were on board including the RISGs, roll-out commenced with the distribution of laptops and tablets followed by a training of trainers program that included:

- How to use CTS application (online, offline and android applications)
- The benefits of the CTS
- Introduction to Change Management (ADKAR Model)
- Managing Resistance to Change
- Monitoring and Evaluation of CTS
- Strategic Communications and Use of Social Media
- Institutional Change Management Plan (ICMP) and Balanced Score Card (BSC)
- Substantive Pilot Applications
- Training of Trainers Strategy/Introduction
- Training of trainers on new KSA procedures and protocols
- Presentation and communication skills for the effective training of CTS end-users

A total number of 361 laptops and 366 tablets have been distributed to date, and IBG created 364 test/dummy cases in the system to allow for thorough practice and demonstration of different case types and functionalities. These trainers then returned to their home location and trained other trainers and distributed the equipment as well. In Volta, the initial training of trainers took place starting in January 13, 2020. Volta has been the most enthusiastic region. Northern region's roll-out commenced on February 3, 2020; and Greater Accra's roll-out commenced on February 24, 2020. Roll-out was going to begin in Ashanti on March 23, 2020, but government COVID-19 restrictions put a hold on training. However, the Activity was able to quickly train a few sites in Ashanti. Table I below provides information on the number of people introduced to as well as trained to use the CTS system in each of the regions.

Table 1 – Number Of People Trained To Use The CTS

Region	# of Male Trainers Trained	# of Female Trainers Trained	# of Trainers Trained	# of Men Trained To Use CTS	# of Women Trained To Use CTS	Total # of People Trained To Use CTS
Police	39	5	44	344	95	483
Dept. Of The Public Prosecutor	N/A	N/A	N/A	5	5	10
EOCO	N/A	N/A	N/A	3	1	4
Judicial Services	N/A	N/A	N/A	37	22	59
Prisons	N/A	N/A	N/A	11	7	18
Legal Aid Commission	N/A	N/A	N/A	2	1	3
Total Volta	39	5	44	402	131	577
Police	26	3	29	130	48	207
Dept. Of The Public Prosecutor	N/A	N/A	N/A	3	2	5
EOCO	N/A	N/A	N/A	3	2	5
Judicial Services	N/A	N/A	N/A	15	7	22
Prisons	N/A	N/A	N/A	4	1	5
Legal Aid Commission	N/A	N/A	N/A	2	2	4
Total Northern	26	3	29	157	62	248
Police	64	30	94	All trained users are ToTs	All trained users are ToTs	94
Dept. Of The Public Prosecutor	N/A	N/A	N/A	7	16	23
EOCO	N/A	N/A	N/A	13	5	18
Judicial Services	N/A	N/A	N/A	7	13	20
Prisons	N/A	N/A	N/A	3	1	4
Legal Aid Commission	N/A	N/A	N/A	2	4	6
Total Accra	64	30	94	32	39	165
Police	12	4	16	43	28	87

Dept. Of The Public Prosecutor	N/A	N/A	N/A	4	3	7
EOCO	N/A	N/A	N/A	10	2	12
Judicial Services	N/A	N/A	N/A	6	5	11
Prisons	N/A	N/A	N/A	1	8	9
Legal Aid Commission	N/A	N/A	N/A	1	4	5
Total Ashanti	12	4	16	65	50	131
TOTAL	141	42	183	656	282	1121

A total number of **1121** functional users have been created in the CTS to date. All users created have been trained, either by ICT-Focal Points or trained trainers and have access to their login credentials. However, there have been challenges that have impeded the roll-out including the Bureau for National Communications (BNC) not having established their server in all sites before roll-out as well as KSA regional representatives in the Prisons Service, EOCO, and LAC now requiring new official guidance from their KSA leadership to use the system. The team engaged the KSA leadership with EOCO, LAC, and GPrS who have since provided written approvals to their regional representatives to use the new system while discussions on BNC deployment of connectivity to KSA locations is ongoing. The team has also been engaging the RISGs for support as well, although some of them have been less active due to increased workload. Table 2 below provides the status of the roll-out as well as the number of cases in the system. The lack of BNC's internet server is the reason for the majority of the sites not using the system yet, although, in addition to this, in Greater Accra, roll-out was hindered by two national holidays in early March and then the March 15th COVID-related ban on trainings.

Table 2 – Status Of Roll-Out & Number Of Cases In The System

Region	Number of Districts In The Region	Number of Districts Using CTS	Percent of Districts Using CTS	Number of Cases In The System
Volta	22	7	32%	575
Northern	13	8	62%	165
Greater Accra	55	2	4%	7
Ashanti	43	1	2%	7
TOTAL	133	18	14%	754

Results of end-user and other relevant GoG stakeholder surveys including the accounting of the number of cases entered into the CTS

The CTS Activity has been collecting feedback from end-users and other stakeholders through the following means: 1) Observations from IBG focal points in each region who work directly every day with the KSAs and end users and validate the quality of the training provided by the trainers; 2) Twenty-two qualitative interviews with end users; 3) Discussions with the RISGs, and 4) A survey of the trained users. Initial results about the effectiveness of the system is encouraging:

Figure 1 – Respondent’s Satisfaction With The CTS

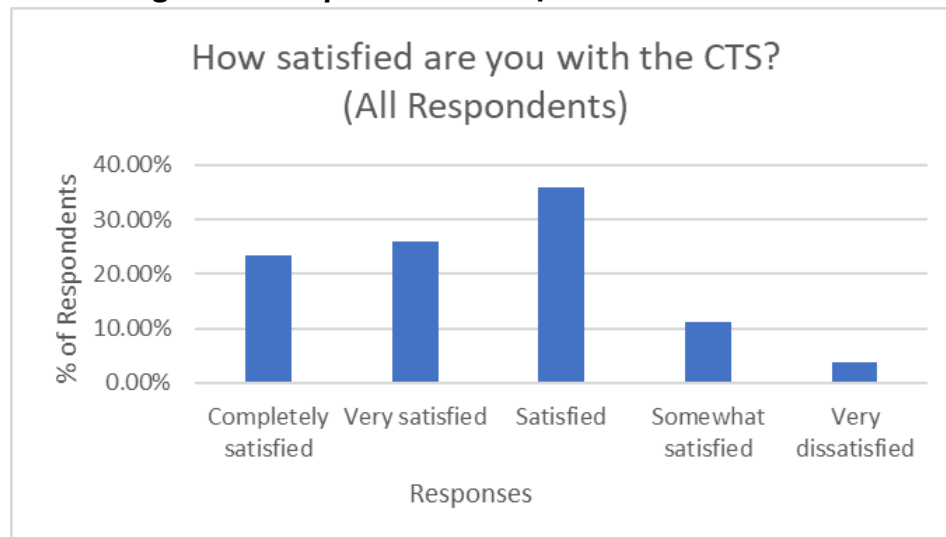
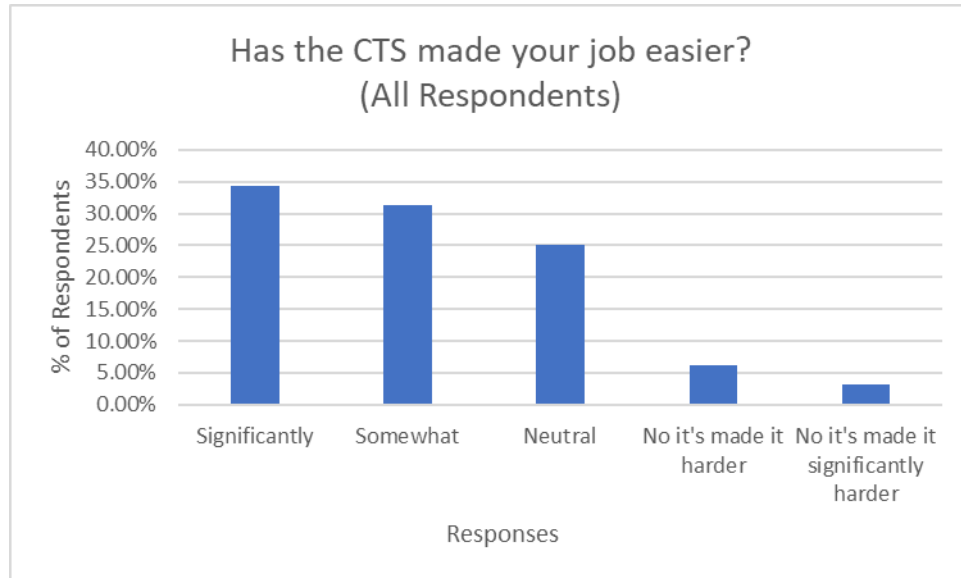


Table 3 – Respondent’s Satisfaction With The CTS

Respondent’s Satisfaction With The CTS	Number of Respondents	Percentage of Respondents
Completely satisfied	19	23.46%
Very satisfied	21	25.93%
Satisfied	29	35.80%
Somewhat satisfied	9	11.11%
Very dissatisfied	3	3.70%
TOTAL	81	100%

Figure 2 – Respondent’s Rating Of How CTS Makes Their Job Easier



These results are illustrating that people will be positive about using and continuing to use the system as long as they do not have structural impediments. “It is extra work” was the only significant non-structural reason why end-users were not using the system (30.88% of the Ghana Police Service). Additional lesser noted reasons included they needed help to better understand how to use it and did not know how to or did not have access to the Help Desk.

Internet connectivity challenges and a need for equipment were the main structural reasons why end-users were not using the CTS. In some locations, users are supposed to share the equipment. Judicial Services has their own equipment but it appears that it is not as easily accessible to the clerks as had been told to the team. The survey also showed that some people thought they had to undertake both paper as well as the electronic case systems, resulting in a perceived extra burden of work. The project is working on efforts to resolve this fallacy including getting regional police commanders to provide official communications because many users will continue to use both systems until they see a written order, have fully reliable internet, and/or fully understand the system.

When asked “Are the cases you work on regularly entered into the system?”, 26.76% of the police said that all or the majority of their cases are entered in to the system, 21.13% said that some are, and 52.11% said that most are not or some are, while EOCO and Ghana Prisons Service note that 100% of the cases that they work on are in

the system. The Attorney General's Department of Public Prosecution had 33.33% of respondents stating that all of the cases they need are in the system while the remaining noted that the majority of them are. However, 50% of respondents from the Judicial Service noted that most are not in the system with the remaining noting that none are in the system that they work on (although they only had two respondents. A significant amount of people responding that cases are not in the system is likely due to not having reliable internet or issues with accessing the computer equipment. For example, the courts are leveraging their existing equipment which the CTS Activity recently learned the court clerks who are the data producers are having trouble accessing in the monitoring and evaluation units. There are some resistant users that fit into that category as well.

Successes in the roll-out to date

- ✓ 1121 users established on the system including to receive notifications across four regions. This also includes a positive by-product of getting government staff onto their government e-mails (CTS accounts can only be established using government e-mails).
- ✓ 7 districts out of 22 are using the system in Volta region; 8 districts out of 13 are using the system in Northern region, 2 out of 55 are using the system in Greater Accra/Tema regions; and 1 district out of 43 are using the system in Ashanti (Ashanti was delayed but the Activity was able to quickly do some trainings to launch a few locations before COVID-19 related restrictions were put into place).
- ✓ The majority of users, particularly the police, are satisfied with the system and more than 60% have rated the system as making their jobs easier.
- ✓ The completion of training 94 trainers and KSA-specific trainings in Volta, Northern, and Greater Accra/Tema regions on how to use and train on the system; change management and managing resistance to change; the new policies, procedures, and protocols on cases, including cybercrimes, border crimes, sexual and gender-based violence, and organized crime; monitoring and evaluation using the CTS and of change management activities; and strategic communications and use of social media.
- ✓ Creation of Volta and Northern Region WhatsApp groups to virtually monitor training activities at the various roll-out locations and facilitate change management activities
- ✓ Delivery of CTS equipment to the various roll-out locations in Volta, Northern, Greater Accra/Tema, and Ashanti regions

"I find the system useful to my work because it minimizes paperwork."

— POLICE INVESTIGATOR

Challenges from the roll-out phase to date and details of any mitigation measures necessary to address challenges

- **Remaining equipment needs.** It was foreseen that the Activity would provide 50% of the equipment needs and the remaining needs would be leveraged from the government, other donors, and private entities. Chemonics provided an additional 10% of the equipment needs to ensure at least five regions' would have the equipment needed, but the remaining five regions currently do not have equipment. This could mean that as early as early July (depending on the COVID-19 situation), roll-out would have to cease simply due to the lack of equipment. The Activity has raised this issue with USAID, including examining the possibility of INL providing equipment given their potential interest and now that the system is rolling out and people are using it. The team is examining options for whether reducing the number of regions to have resources to equip a few more regions is a possibility.
- **COVID-19 setbacks.** The COVID-19 situation led to a cancellation of all non-essential training that also led to postponing the majority of the next roll-out in Ashanti, and Accra, Tema, and Kumasi are on partial lockdown, limiting in person support. These delays are anticipated to push the full Ashanti roll-out until July (although the Activity is prepared to start the roll-out sooner), leaving very little flexibility to finish the Activity by the end of the year. The CTS Activity will continue to be in touch with the contracting officer and contracting officer representative about solutions. The mitigating effort in place is to plan to be ready to deploy as soon as the window opens up for implementation.
- **Lack of internet connectivity and network challenges.** As noted by all key informants as a decent percentage of survey respondents, lack of internet connectivity is the biggest impediment to roll-out. BNC will be providing the connectivity devices (GOTA/Alpha) for the system. However, they were not prepared to roll-out completely across Volta, Northern, and Greater Accra/Tema regions. They had pre-existing presence in some locations, but they had to expand to sites where they did not already exist. BNC appears to have the information required to move forward, once COVID delays are no longer an issue. As a mitigating measure, IBG has been providing some internet connectivity support through their own resources in order to facilitate roll-out. The GPrS, GPS, LAC, EOCO heads have written to BNC to request the necessary internet connectivity devices to enable BNC to deploy to them, and BNC said that they would leverage their relationships in the government to move the process quickly. There is not much more leverage the Activity has

unless the USAID mission were to raise this with the Ambassador to raise this concern with Government of Ghana counterparts.

- **Resistant users.** Resistant users are an impediment to the roll-out of the system. There is some significant pushback coming from individuals particularly in the police stations and districts despite sensitization efforts. The stated reasons are they think it is too much work; do not know how to log-in or use it; they are waiting for an order from superiors; or think it will not do anything about corruption. Some pushback on the ground is not surprising and could very likely be a sign of how this system really will have an impact on corruption. Mitigating measures to be implemented include: 1) Information campaigns about the system that it is not just an anti-corruption system – it is primarily an efficiency system to help them do their jobs with less work, 2) Work with police leadership to order the use of the system as well as confirm that there is no need to continue with the paper system, and 3) Use the RISGs and ICT focal points to conduct more information campaigns through WhatsApp groups and networks on how to access the Help Desk.
- **Manual and electronic systems continue to be used.** A majority of respondents in key informant interviews and several qualitative responses in the surveys noted that the system was more burdensome due to using both systems, thinking this was required. To mitigate this false impression, the Activity is working with regional commanders and other leadership to continue to send out messaging and an official memo that they should use the CTS once the system is live. Additionally, once the system's connectivity is resolved, it will be easier for individuals to transfer completely to the electronic system.
- **Regional interinstitutional support group (RISGs) weaknesses.** Although the project has been working with the RISGs for over a year and they have been really engaged, they are having challenges moving forward in terms of action and the availability of actors on the RISG has been more limited. When discussed with them, they raise the issue of a growing workload. The Activity is in discussion with these groups to bring in new members who can be committed to the RISG activities as well as ensuring that there are police representatives on the RISG to help push key messages through this priority KSA. RISGs appear receptive but some have been harder to reach than others, further complicated by the availability to travel. However, the Activity will continue to push them remotely, including sharing the survey data to help them to better understand where resistance may be coming from and design appropriate interventions.
- **Access to a computer for work.** Surveys and interviews had end-users raise issues of not having access to equipment as a key challenge. In some cases this is because equipment is being provided by the government and may need to be shared. In other cases, the equipment from the Activity is meant to be shared,

and end-users do not fully understand this. The Activity will continue to explain to users as well as leadership that the equipment is meant to be shared.

- **Police not paying for per diems for trainers to attend trainings.** The Activity signed Letters of Agreement with the KSA heads on obligations for both the CTS Activity as well as the KSAs, including that KSAs pay the per diems for participants to attend and conduct trainings. But the budgets are held at the national level, and fund transfers were delayed. The Activity stepped into pay those costs where the funds were not available and are working with the police to ensure funds are available at other sites.
- **Participants not showing up for trainings.** In some cases, trainers did not show up for training citing too busy of a schedule, which is difficult to mitigate in regard to security forces given the crises they address. Designating alternates is a potential mitigation measure as well as reminding supervisors to protect training participants from these disruptions as much as possible.
- **Unfriendly user interface.** A small percentage (7 percent) of respondents in the survey noted challenges with navigating the user interface due to a need to scroll left to right depending on the size of the screen. IBG is examining options for reducing this need to scroll right to left.

Next Steps

- COVID-19 is a severe impediment to the timeline for this project. Implementation was already following a very tight timeline in order to complete roll-out in all ten regions before presidential elections in December inhibited the ability of the project to operate. It has not only produced delays but also uncertainty about what will be possible in the future. It is anticipated that COVID-19 could delay the next phases of roll-out by up to four months. This would result in a new roll-out schedule for the remaining regions as follows:
 - July 27-30, 2020: Ashanti Region
 - August 10-13, 2020: Upper West Region
 - August 24-27, 2020: Upper East Region
 - September 7-10, 2020: Western Region
 - September 21-24, 2020: Central Region
 - October 5-8, 2020: Eastern Region
 - October 19-22, 2020: Bono Region

However, that schedule is very tight given the need to close the office in Accra by November 30th in anticipation of the elections and holidays that will prevent administrative close-out. The team continues to work from their homes and is prepared to re-initiate roll-out the moment a window opens. In the meantime,

BNC continues to work on rolling out the server to address the internet connectivity issues.

- Mark Williams from TDA was due to provide key short-term technical assistance for change management in April before Justice Constant Hometowu returns to his post at the Ministry of Justice in early May 2020. If Mark Williams is unable to travel, he will provide support remotely, and the team has identified a change management expert to support activities after Justice Hometowu's departure.
- The Activity will continue to pressure BNC to continue expanding its internet service across the regions.
- The Activity will continue to work with USAID to seek solutions to the remaining forty percent of equipment required by early July 2020.
- The Activity will continue to work with the KSA heads and regional heads to push out messages about using the system and that eventually the paper system will be and should be abandoned.
- The Activity will continue to coach and push the RISGs to be conducting their change management efforts, including identifying individuals who are available if availability is an issue.

This remaining sections of this report provide some additional details and are structured as follows:

Section 1 – Overview of rollout phase

Section 2 – Indicators and results of end-user and other relevant GoG stakeholder surveys, including accounting of number of cases entered into the CTS

Section 3 – Successes from the roll-out phase to date

Section 4 – Challenges from the roll-out phase to date and details of any mitigation measures necessary to address challenges

Section 5 – Next steps

Annexes – RISG balanced scorecard reports as well as all meeting reports and site visit reports

SECTION I – OVERVIEW OF THE ROLL-OUT PHASE

Preparation for roll-out

During the period of May 2019 through early November 2019, the CTS project conducted a rolling series of testing in sites in four regions starting with Volta, followed by Northern, Greater Accra, and then Ashanti. As feedback came in from each testing site, the IBG team made adjustments in the system. A total of 126 new feature requests were made based off of the testing, not including the previous year's efforts demonstrating and obtaining feedback. During the testing phase, the IBG team also worked directly with police stations to transfer cases from the record of offense books into the CTS to facilitate quick usage of the system once it went live in that police station. This was based on a lesson learned in other countries where the longer the paper and electronic systems are allowed to run in parallel, the more difficult it is to obtain buy-in.

Sites within regions were selected to allow for the testing of some of the substantive pilot application protocols created by the CTS Activity to handle cases such as border crimes, trafficking in persons, and sexual and gender-based violence. The remaining four substantive pilot application protocols - cybercrime, corruption and organized crime, justice for all (remand, child, and juvenile prisoners), and maritime crimes - were tested with groups in Greater Accra in October 2019 as well to ensure the adjustments made to cater the system to these types of cases were appropriate and acceptable to stakeholders. The Activity also created one hundred and three amendments to standard operating procedures as well as create new policies on the terms and conditions of CTS use, software privacy policies, collaboration and information-sharing, incentives to encourage effective use of CTS, and use of CTS with private devices in consultation with KSA stakeholders to facilitate use of the system.

During the months of November and December 2019, the project completed its testing in Ashanti and the required updates to the system; worked with the Regional Interinstitutional Support Groups(RISG) to prepare them for change management efforts; finalized the training of trainer materials; met with key stakeholders in Eastern, Western, and Central regions to establish the RISGs to lead change management efforts there and discuss the roll-out process; and worked with the Bureau for National Communications (BNC) to continue to push for them to roll out their server so that all

"The system is useful because it gives confidentiality to an investigator's work."

— POLICE INVESTIGATORS

sites would have internet as the system is rolled out to them.

Immediately before roll-out, the CTS Activity team conducts pre-site implementation activities to reaffirm with all of the relevant stakeholders within the key stakeholder agencies. For example, in the case of Volta from January 7-10th, the team held feedback discussions with the Volta Regional Commander to go over and solicit final feedback on the implementation agenda for the region as well as to solicit approvals to engage divisional and district commanders further on the training of trainers agenda. Discussion points with the divisional and district commanders included confirming availability of the trainers, connectivity needs, access to the record of offense books to input the cases into the system, and assignments of individuals to various tasks. Site visitations before roll-out also facilitated discussions between the BNC representative and the key stakeholder agencies for the provision of connectivity across the Volta regional roll-out locations.

Pre-site visits were also important to get a sense of the sentiment towards the roll-out of the system so that change management and communications efforts could be adjusted accordingly. For example, during pre-site visits in Northern region on January 30th-31st, the chief superintendent and divisional police commanders communicated clear enthusiasm for the various functional users to commence use of the system. Pre-site visits in Greater Accra/Tema on February 20-21st showed less or neutral enthusiasm as compared to the other regions. It is believed this is because the other regions have significantly fewer resources and support as compared to Greater Accra/Tema and welcome any support for the heavy workload that they have.

Pre-site visits were not just at the regional level but across key sites in the region. For example, in the team visited La District Magistrate Court, Accra High Courts (Criminal Courts), Accra Circuit Courts, Madina District Magistrate Court A & B, Adenta District Magistrate Court, and Dodowa District Magistrate Court – the priority courts for the region. These more detailed site visits also ensured people had received the invitation to the training of trainer workshops and encouraged supervisors to create the space for trainers to participate in the training and travel to train others. At the same time, the pre-site visits engaged with the RISGs to talk through their roles and responsibilities and provide feedback on what was observed in regard to buy-in so that their strategy could be adjusted accordingly. One of the challenges observed with the RISGs at the time was participants were not as involved, and it was becoming difficult to reach them. Members who did respond noted that they have an increasing workload and are having a hard time getting the free time from their supervisors. The team is talking to those supervisors as well as seeking new members to add to the RISG to ensure that there are always people with time and energy to commit to the change management efforts.

Internet connectivity efforts. The CTS system requires a network to provide secure and reliable internet. BNC agreed to provide this in August 2019. Although BNC has the server established in many locations, many sites required that the server be expanded to their areas. To facilitate this process, Chemonics procured two additional servers for them to facilitate the process and tests were done at sites to ensure the equipment and server could work in different locations. But there were delays in the police providing some equipment information to BNC, resulting in delays in installing their server. The situation appears to be resolved now, but it was at the same time that the COVID-19 restrictions were put into place. They appear to be ready to resolve this issue once travel restrictions are lifted. In the meantime, the system does have a hosted domain name (www.ghanacts.gov.gh) hosted by the National Information Technology Agency (NITA).

Roll-out

A total number of 603 locations are to be engaged in the roll-out process. The below activities explain how the roll-out process has worked to date.

Equipment distribution. After ensuring all actors are on board including the RISGS, roll-out commenced with the CTS Activity providing laptops and tablets to key end users after conducting a survey of what sites would be appropriate. IBG configured the laptops to be used on the system. A number of these laptops were handed over during the training of trainer sites. Other equipment was presented to the Ghana Police Service District Commanders to be subsequently passed on to the Police Station under their district and heads/representative of heads for (EOCO, Ghana Prison Services, LAC, and MOJ). Having completed this activity at the workshop session, the trainers were deployed to train identified functional users at the district level with their respective laptops allocated to them. To date, all laptops have been used for CTS specific activities as prescribed with no faults reported to date. In total, 361 laptops and 366 tablets have been distributed to date. Table 3 shows detailed breakdown of these equipment distributed across each roll-out locations.

Table 4: Equipment Distributed in Volta, Northern, Greater Accra/Tema, and Ashanti Regions

VOLTA REGION		
	Total Laptops	Total Tablets
GPoS	85	65
GPrS	6	3

EOCO	2	1
MOJ/DPP	2	1
LAC	1	1
JSG	0	22
Sub Total	96	93
NORTHERN REGION		
GPOS	34	26
GPrS	5	6
EOCO	1	1
MOJ/DPP	2	1
LAC	1	1
JSG	3	6
Sub Total	46	41
GREATER REGION & TEMA		
GPOS	195	169
GPrS	4*	4
EOCO	3	3
MOJ/DPP	1	1
LAC	1	1
JSG	6	45
Sub Total	210	223
ASHANTI REGION		
GPOS	9	9
Sub Total	9	9
GRAND TOTAL	361	366

*Note 2 laptops provided to Nsawam Prison as part of Greater Accra roll-out, although it is in Eastern Region

Once equipment was distributed and accounts established, the training of trainers program commenced with the objective to introduce Ghana CTS Activity and:

- ✓ Present the overall agenda/schedule of activities for the roll-out in the region
collate KSA input on the CTS roll-out agenda
- ✓ Further demonstrate the CTS application and expound on its benefits in the effective and efficient delivery of criminal justice proceedings via the case tracking agenda
- ✓ Emphasize key change management practices, protocols and procedures to facilitate usage of the CTS
- ✓ Train the trainers on usage of the system as well as on conducting training sessions on its usage

- ✓ Distribute CTS equipment (laptops and tablets) to functional end users to aid the reporting and supervision of cases at the various stages of the criminal reporting cycle.

Specifically, participants received the following trainings:

- ✓ Procedures and protocols in executing roles and/or duties in relation to the use of the CTS
- ✓ How to use CTS application (online, offline and android applications)
- ✓ The benefits of the CTS
- ✓ Introduction to Change Management (ADKAR Model)
- ✓ Managing Resistance to Change
- ✓ Monitoring and Evaluation of CTS
- ✓ Strategic Communications and Use of Social Media
- ✓ Institutional Change Management Plan (ICMP) and Balanced Score Card (BSC)
- ✓ Substantive Pilot Applications
- ✓ Training of Trainers Strategy/Introduction
- ✓ Training of trainers on new KSA procedures and protocols
- ✓ Presentation and communication skills for the effective training of CTS end-users

These trainers then returned to their home location and trained other trainers and distributed the equipment as well. In Volta, the initial training of trainers took place starting January 13, 2020. Volta has been the most enthusiastic region. Northern region's roll-out commenced on February 3, 2020; and Greater Accra's roll-out commenced on February 24, 2020. Roll-out was going to begin in Ashanti on March 23, 2020, but the situation with COVID-19 put a hold on most activities given trainings were not permitted to take place by the government. However, the Activity was able to quickly train a few sites in Ashanti once it looked like restrictions would be in place so there are a few sites where the CTS is being implemented in Ashanti region. The Table 4 below the information on the number of people introduced to as well as trained to use the CTS system in each of the regions.

"CTS is a great tool to ending all kind of discrimination in dealing with cases."

**— EMMANUEL BONNEY,
POLICE CLERK/IT OFFICER,
TEMA COMMUNITY II, TEMA
REGION**

Table 5 – Number Of People Trained To Use The CTS

Region	# Of Male Trainers Trained	# Of Female Trainers Trained	# Of Trainers Trained	# Of Men Trained To Use CTS	# Of Women Trained To Use CTS	Total # Of People Trained To Use CTS
Police	39	5	44	344	95	483
Dept. Of The Public Prosecutor	N/A	N/A	N/A	5	5	10
EOCO	N/A	N/A	N/A	3	1	4
Judicial Services	N/A	N/A	N/A	37	22	59
Prisons	N/A	N/A	N/A	11	7	18
Legal Aid Commission	N/A	N/A	N/A	2	1	3
Total Volta	39	5	44	402	131	577
Police	26	3	29	130	48	207
Dept. Of The Public Prosecutor	N/A	N/A	N/A	3	2	5
EOCO	N/A	N/A	N/A	3	2	5
Judicial Services	N/A	N/A	N/A	15	7	22
Prisons	N/A	N/A	N/A	4	1	5
Legal Aid Commission	N/A	N/A	N/A	2	2	4
Total Northern	26	3	29	157	62	248
Police	64	30	94	To be trained	To be trained	94
Dept. Of The Public Prosecutor	N/A	N/A	N/A	7	16	23
EOCO	N/A	N/A	N/A	13	5	18
Judicial Services	N/A	N/A	N/A	7	13	20
Prisons	N/A	N/A	N/A	3	1	4
Legal Aid Commission	N/A	N/A	N/A	2	4	6
Total Accra	64	30	94	32	39	165
Police	12	4	16	43	28	87
Dept. Of The Public Prosecutor	N/A	N/A	N/A	4	3	7

EOCO	N/A	N/A	N/A	10	2	12
Judicial Services	N/A	N/A	N/A	6	5	11
Prisons	N/A	N/A	N/A	1	8	9
Legal Aid Commission	N/A	N/A	N/A	1	4	5
Total Ashanti	12	4	16	65	50	131
TOTAL	141	42	183	656	282	1121

Post-training of trainer activities. After the trainers are trained and return to their sites, the IBG focal points in each region followed up with site visits to ensure the trainings were conducted appropriately as well as to verify internet connectivity and receive feedback on the system. The CTS team used the feedback from the focal points as well as the monitoring and evaluation officer (who conducts key informant interviews at this time) to design and undertake interventions to address the obstacles using the system as well as encourage the RISG to assist with overcoming those obstacles. Lastly, the Activity continued to engage with BNC on deploying its internet connectivity to the KSA locations.

Table 5 provides data on the current status of roll-out in the four regions. These dates may linger on depending on the management and control of the Covid-19 situation.

Table 6 – Current Status Of Roll-Out

Region	Training Of Trainers Dates	Men trained to use CTS	Women trained	Total Number of People Trained to Use CTS	Number Of Districts In The Region	Number Of Districts Using CTS
Volta	January 20-24, 2020	441	136	577	22	7 Districts, 22 out of 55 Police Stations, 5 Courts out of 29
Northern	January 20-24, 2020	183	65	248	13	8 Districts with 11 out of 22 Police Stations, 1 out

						of 11 courts
Greater Accra	March 2-3 March 9-10 March 12-13	96	69	165	57	2 (Accra Central & Tema Marine District; pilot locations)
Ashanti	March 16-19, 2020	77	54	131	43	1 District with 3 Police Stations
TOTAL	N/A	798	324	1121	135	18 Districts, 38 Police Stations, 6 Courts

Table 7 – Status Of Roll-Out & Number Of Cases In The System

Region	Number Of Districts In The Region	Number Of Districts Using CTS	Percent Of Districts Using CTS	Number of Cases In The System
Volta	22	7	32%	575
Northern	13	8	62%	165
Greater Accra	55	2	4%	7
Ashanti	43	1	2%	7
TOTAL	133	18	14%	754

SECTION 2 – INDICATORS AND RESULTS OF END-USER AND OTHER RELEVANT GOG STAKEHOLDER SURVEYS, INCLUDING ACCOUNTING OF NUMBER OF CASES ENTERED INTO THE CTS

The CTS Activity has been collecting feedback from end-users and other stakeholders through the following means during this roll-out period:

1. Observations from IBG focal points in each region who work directly every day with the KSAs and end users and validate the quality of the training provided by the trainers
2. Twenty-two qualitative interviews with end users
- 3) Discussions with the Regional Interinstitutional Support Group (RISG)
- 4) A survey sent out to the trained end users

Of the 81 survey respondents, 87.65 percent of respondents were from the Ghana Police Service, 2.47 percent from EOCO, 3.7 percent from Ghana Prison Services, 2.47 percent from Judicial Services, and 3.7 percent from the Department of Public Prosecution. Additionally, the majority of the respondents were the actual data entry personnel versus supervisors that constituted 18.52 percent. We have not received any survey responses from Legal Aid Commission staff yet.

Approximately half of the participants are using the system as anticipated (28.4 percent of the participants have been using the system as often as needed; 28.40 percent sometimes and 43.21 percent never or rarely). The majority of the respondents that are never or rarely using the system are in the Ghana Police Service in Volta as well as the Northern region. The primary reasons for why participants have not used the system include “it is extra work for them” (23 percent in the police) as well as they do not have functioning equipment to use it (27 percent in the police). Part of the reason why equipment was not functioning is due to issues with BNC deploying its internet connectivity to the KSA sites across the regions. In some locations, they are using the existing service; the off-line application has been very helpful. The third reason why people noted they are not using the CTS is they need better help to understand it or the help desk is unavailable or they do not know how to access the help desk (15 percent).

“Yes, the system is very useful because it can help me in reporting weekly, monthly, and quarterly case statistics to my superior when needed.”

**— SYDNEY DOMAKA,
COUNTER NON-COMMISSIONED OFFICER,
PEKI DISTRICT POLICE
STATION, VOLTA REGION**

What is very encouraging from the first survey is that for the individuals who are using the system, strong satisfaction with the CTS system was reported:

Figure 3 – Respondents’ Satisfaction With The CTS – All Regions

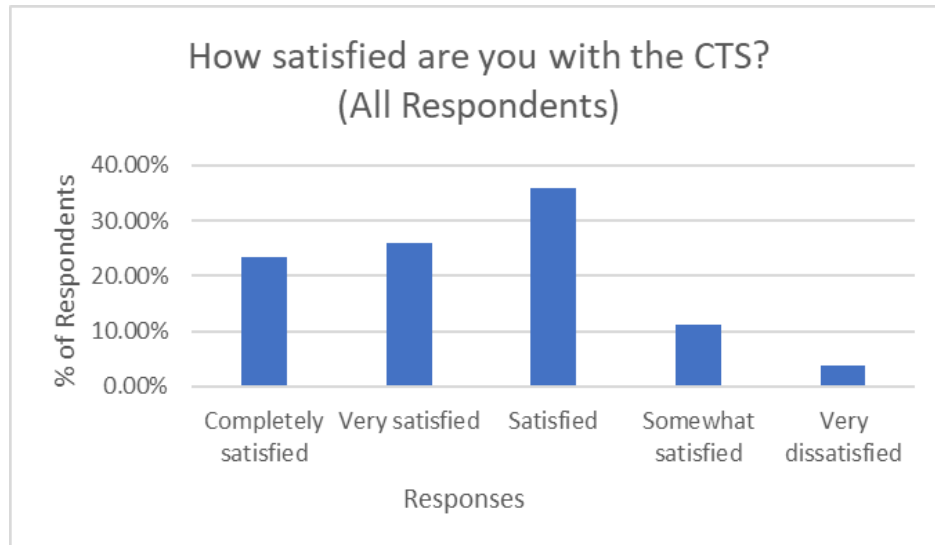


Table 8 – Respondent’s Satisfaction With The CTS

Respondent’s Satisfaction With The CTS	Number of Respondents	Percentage of Respondents
Completely satisfied	19	23.46%
Very satisfied	21	25.93%
Satisfied	29	35.80%
Somewhat satisfied	9	11.11%
Very dissatisfied	3	3.70%
TOTAL	81	100%

Figure 4 – Respondents’ Satisfaction With The CTS – Volta Region

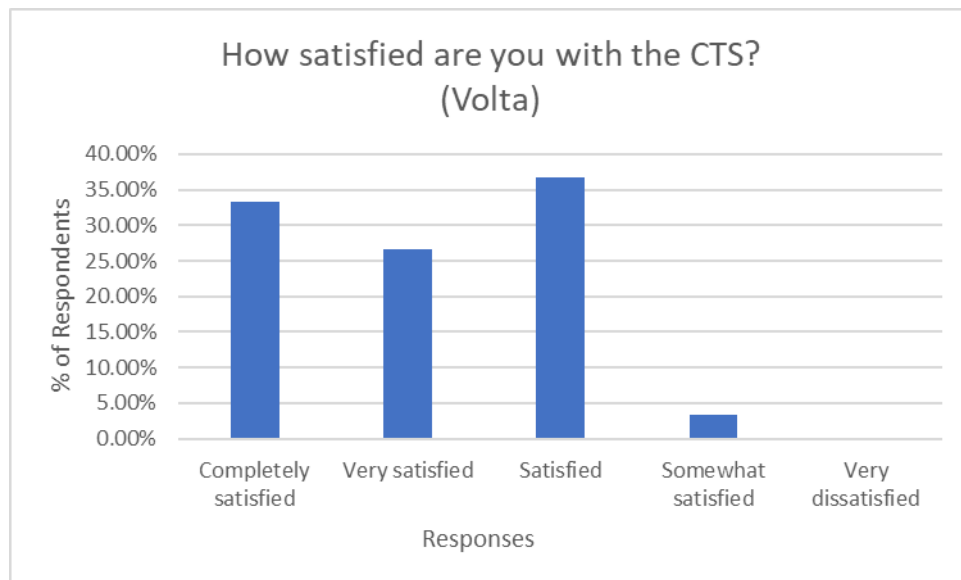


Figure 5 – Respondents’ Satisfaction With The CTS – Northern Region

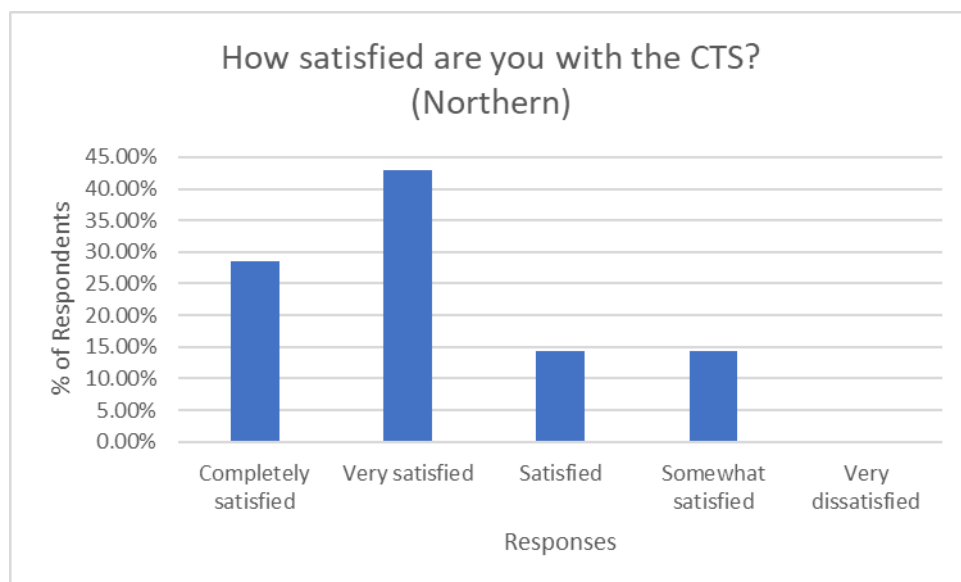
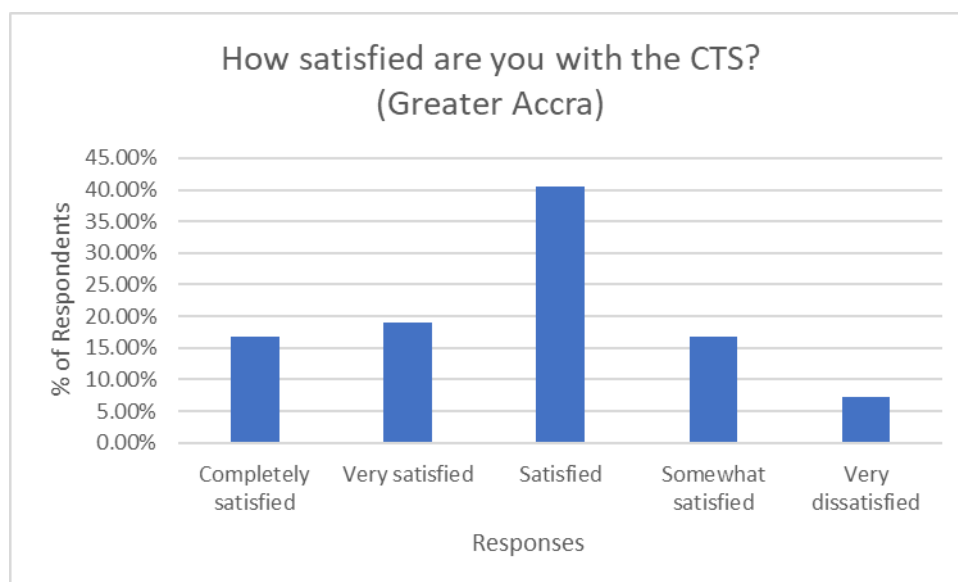


Figure 6 – Respondents’ Satisfaction With The CTS – Greater Accra Region



78.87 percent of survey respondents in the police found the system very easy or easy to use; 100 percent in the Ghana Prisons Service (Note: only three responses); and 100 percent in the Department of Public Prosecution (Note: only three responses) found it very easy to use. Of the two respondents from the Judicial Services, they each noted having some more challenges with using the system.

Similarly, and most important to the overall CTS activity objectives, the responses to whether the CTS has made people’s jobs easier were very positive (Please see graphs below). Given that some of the more negative responses are linked to the fact that some people think they need to keep both the paper and the electronic systems, the efforts to clarify that the paper system is no longer needed should help to mitigate these impressions. The three Ghana Prisons Services respondents noted that the main reasons for why it is not helpful is that it takes them a while to put in a case (33.33 percent) or the internet connection is too slow (33.33 percent). In the Police Services, the main reasons why the system was less helpful was they did not have access to computers (21.13 percent), cannot log-in (21.13 percent), internet connection

“Yes, the system is very useful because it can help me in reporting weekly, monthly, and quarterly case statistics to my superior when needed.”

**— SYDNEY DOMAKA,
COUNTER NON-COMMISSIONED OFFICER,
PEKI DISTRICT POLICE STATION, VOLTA REGION**

is too slow (32.39 percent), it can take a while to access the system(15.49 percent), or it takes a while to enter a case (15.49 percent).

Figure 7 – Respondents’ Satisfaction With The CTS – All Regions

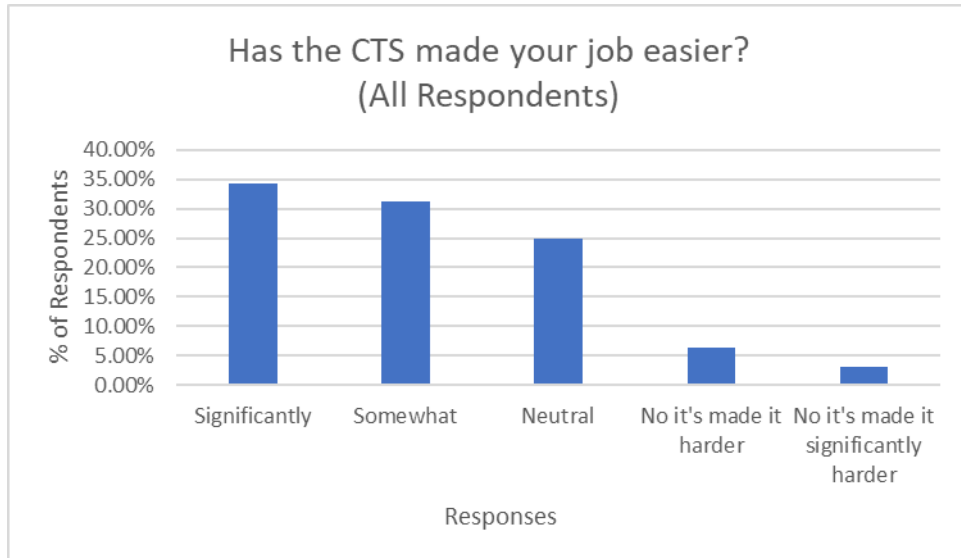


Figure 8 – Respondents’ Satisfaction With The CTS – Volta Region

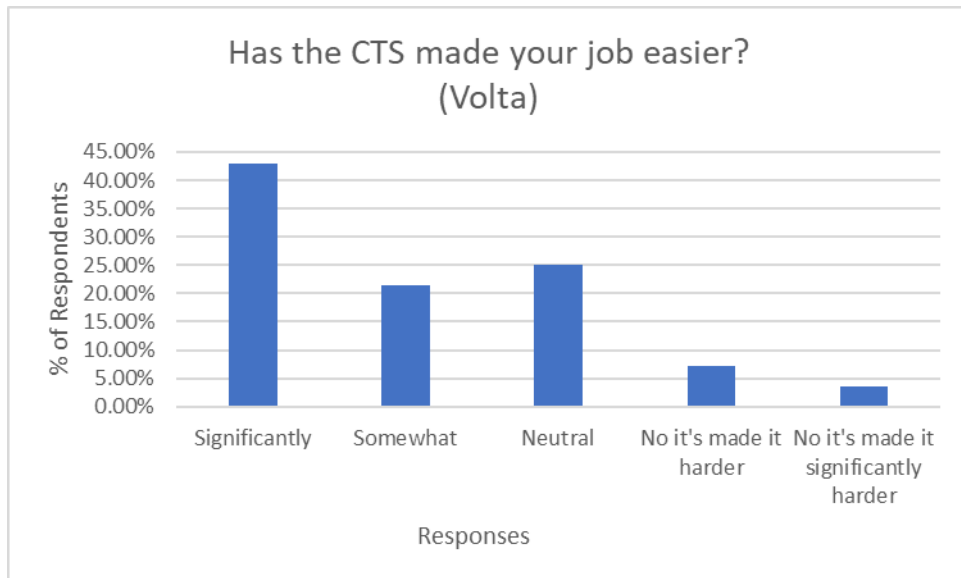


Figure 9 – Respondents’ Satisfaction With The CTS – Northern Region

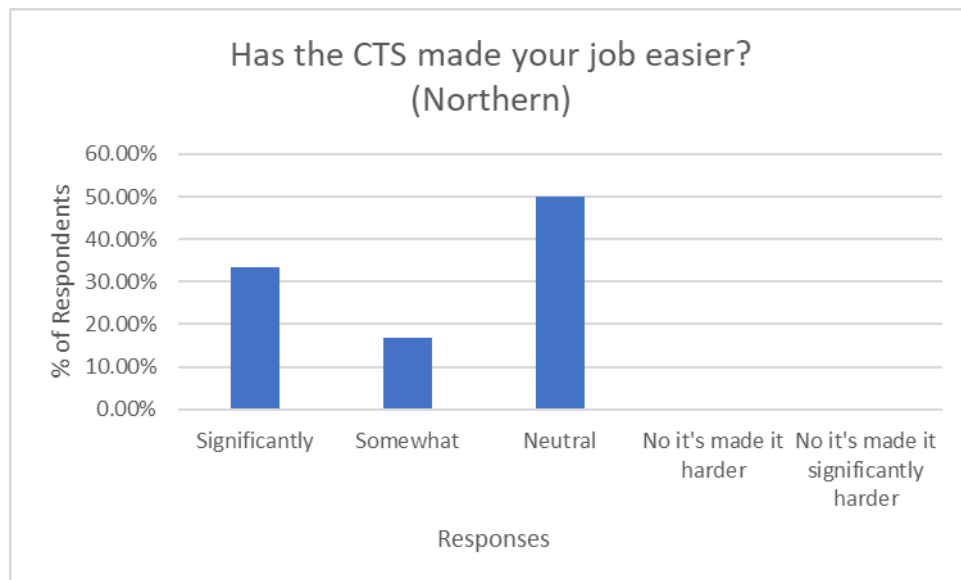
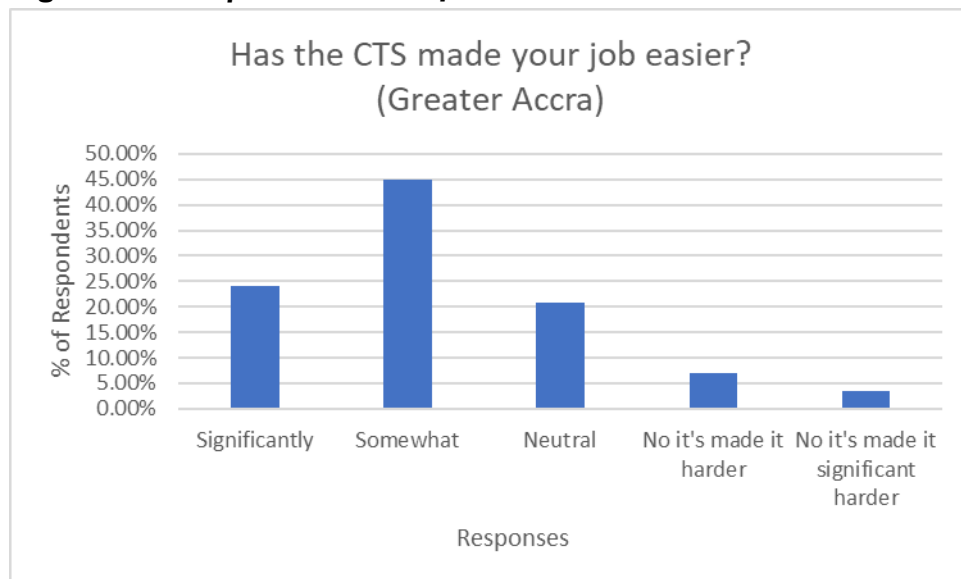


Figure 10 – Respondents’ Satisfaction With The CTS – Greater Accra



This is very encouraging given that the only non-structural reason why end users were not using the system was it was extra work for them (36.20% of the Ghana Police Service) followed by they needed help to better understand how to use it and did not know how to or did not have access to the Help Desk. Structural reasons why people were not using it was a need for internet connectivity or equipment. What additional data in

“I find the system useful to my work because it minimizes paperwork.”

— POLICE INVESTIGATOR

the survey showed also was that some people thought they had to undertake both paper as well as the electronic case systems which is why the perceived extra burden of work. The project is working on efforts to resolve this fallacy including getting regional Police Commanders to provide official communications because many users feel they will continue to use both systems even after the structural issues (internet connectivity, equipment etc.) are addressed.

When asked “Are the cases you work on regularly entered into the system?”, 17.65 percent of the police said that all are; 8.82 percent said that the majority are, 22 percent said that some are, and 50 percent said that most are not or some are while EOCO and Ghana Prisons Service note that 100 percent of the cases that they work on are in the system. The Attorney General’s Department of Public Prosecution had 33.33 percent stating that all of the cases they need are in the system while the remaining noted that the majority of them are. However, the 50 percent of respondents from the Judicial Service (although only two respondents) noted that most are not in the system with the remaining noting that none are in the system that they work on. The Judicial Service planned to leverage its existing computers for CTS but recently the Activity is noting some Court Clerks who are data producers of CTS are experiencing difficulty accessing the equipment (mainly from the monitoring and evaluation units) for data entry into CTS

A reflection of the usage of the system is the number of cases in the system and then determining how much of the caseload those cases in the system reflect. Table 7 below details the number of cases entered into the system to date.

Table 9 – Number Of Cases In The CTS System

Region	Ghana Police Services	EOCO	Judicial Services	Total # of Cases
Volta	575	0	0	575
Northern	163	0	2	165
Greater Accra	7	0	0	7
Ashanti (Roll-out Preparations)	7	0	0	7
Total Volta	754	0	2	754

To determine whether people were using the system for the majority of their cases, the survey asked, “Are the cases you work on regularly entered into the system?” Table 8 below provides the responses.

Table 10 – Number Of Cases In The CTS System

Response	Ghana Police Services	EOCO	Judicial Services	Department of Public Prosecution
All of the ones that should be are	18.31%	100%	0.00%	33.33%
Majority of them are	8.45%	0.00%	0.00%	66.67%
Some are	21.13%	0.00%	0.00%	0.00%
Most are not	8.45%	0.00%	50.00%	0.00%

*Note: Judicial Services and EOCO have only two survey respondents to date while Legal Aid Commission has no respondents. Prisons Services does not originate cases but they confirmed they have their cases in the system. For those that did not have all of their cases in the system, they cited the issue of time as a primary issue (18.52 percent), access to a computer (16.05 percent), cannot log-in (14.81 percent), and because it is faster to use the paper system (16.05 percent).

In regard to which application CTS users typically used, the survey asked the question “Which components of the system (CTS) do you mostly use?”. Table 9 illustrates what components of the CTS system users typically use.

Table 11 – Components of the System Most Used

Response	Ghana Police Services	EOCO	Judicial Services	Department of Public Prosecution	Legal Aid Commission
Online Application	32.39%	100%	50.00%	100%	N/A
Offline Application	61.97%	0.00%	50.00%	0.00%	N/A
Android Application	21.13%	0.00%	0.00%	0.00%	N/A

*Note: No survey responses from Legal Aid Commission have been received yet.

The Activity created a scorecard to assist the RISG's in measuring their efforts to support change management. See Annex 7 and its related attachments for the scorecards. Some of the issues with the RISGs being able to dedicate their time to change management efforts is reflected in the scorecards. Fortunately, their more limited efforts have not overly inhibited the adoption of the system once people are able to log-in and use the system, but significant additional effort will be put into having them engage on information campaigns to encourage quick adoption of the system over the paper system.

SECTION 3 – SUCCESSES FROM THE ROLL-OUT PHASE TO DATE

- ✓ Over 1121 users established on the system including to receive notifications across four regions. The establishment of these e-mails included a positive by-product of transferring government staff off of personal e-mails onto their government e-mails (CTS accounts can only be established using government e-mails).
- ✓ 7 districts out of 22 are using the system in Volta region; 8 districts out of 13 are using the system in Northern region, 2 out of 55 are using the system in Greater Accra/Tema regions; and 1 district out of 43 are using the system in Ashanti (Ashanti was delayed but the Activity was able to quickly do some trainings to launch a few locations before COVID-19 related restrictions were put into place).
- ✓ The majority of users, particularly the police, are satisfied with the system and more than 60 percent have rated the system as making their jobs easier.
- ✓ The completion of training 94 trainers and KSA-specific trainings in Volta, Northern, and Greater Accra/Tema regions on how to use and train on the system; change management and managing resistance to change; the new policies, procedures, and protocols on cases including cybercrimes, border crimes, sexual and gender-based violence, and organized crime; monitoring and evaluation using the CTS and of change management activities; and strategic communications and use of social media.
- ✓ The creation of Volta and Northern Region WhatsApp groups to virtually monitor training activities at the various roll-out locations and facilitate change management activities.
- ✓ Delivery and submission of CTS equipment to the various roll-out locations in Volta, Northern, and Greater Accra/Tema regions.

SECTION 4 –CHALLENGES FROM THE ROLL-OUT PHASE TO DATE AND DETAILS OF ANY MITIGATION MEASURES NECESSARY TO ADDRESS CHALLENGES

Challenge 1: Remaining equipment needs

It was foreseen that the Activity would provide 50 percent of the equipment needs and the remaining needs would be leveraged from the government, other donors, and private entities. Chemonics has dedicated a significant amount of effort trying to leverage donations to these specific equipment needs, including dedicating a short-term technical assistance effort by Bob Wiley specifically to focus on pushing potential donors. But the efforts have only been fruitful in leveraging equipment to expand the reach of the system but not cover the core users. Chemonics provided an additional 10 percent of the equipment needs to ensure at least five regions' would have the equipment needed, but the remaining five regions currently do not

have equipment. This could mean that as early as early July (depending on the COVID-19 situation), roll-out would have to cease simply due to the lack of equipment.

Mitigation Recommendation(s):

- The Activity has raised this issue with USAID to identify solutions, including examining the possibility of INL providing equipment given their potential interest and now that the system is rolling out and people are using it.
- The activity is examining options for whether reducing the number of regions in order to have resources to equip a few more regions is a possibility.

Challenge 2: COVID-19 setbacks

The COVID-19 situation led to a declaration by the government on March 15, 2020 to cancel all non-essential training, leading to a requirement to postpone the Ashanti roll-out in late May and planned roll-outs in Upper West on April 6 and Upper West on April 27th. Accra, Tema, and Kumasi are on partial lockdown starting on March 30th, and the airspace is also closed, removing the possibility of in-person support to the team for the coming week. These delays are anticipated to push the full Ashanti roll-out until July (although the Activity is prepared to start the roll-out sooner), leaving very little flexibility to finish the Activity by the end of the year.

Mitigation Recommendation(s):

- The CTS Activity will continue to be in touch with the contracting officer and contracting officer representative about solutions. The mitigating effort in place is to plan to be ready to deploy as soon as the window opens up for implementation.

Challenge 3: Lack of internet connectivity for roll-out locations

As noted by all key informants as many survey respondents, lack of internet connectivity is the biggest impediment to roll-out. The Bureau of National Communications (BNC) will be providing the connectivity devices for the system. However, they were not prepared to roll-out completely across Volta, Northern, and Greater Accra/Tema regions. They had pre-existing presence in some locations but they had to expand to sites where they did not already exist. BNC appears to have the information required to move forward, once COVID delays are no longer an issue.

Mitigation Recommendation(s):

- Provision of internet connectivity support through IBG's own resources in order to facilitate roll-out.
- Provide consistent follow up with BNC to ensure that each roll-out location has been tested for connectivity availability. Regular meetings occur between the Activity and BNC. The GPrS, GPS, LAC, EOCO heads have written to BNC to request the necessary internet connectivity devices to enable BNC to deploy to them, and BNC said that they would leverage their relationships in the government to move the process quickly.
- Examine having USAID raise this concern with Government of Ghana counterparts.

Challenge 4: Resistant users

Resistant users are an impediment to the roll-out of the system. There is some significant pushback coming from individuals particularly in the police stations and districts despite sensitization efforts. The stated reasons are they think it is too much work; do not know how to log-in or use it; they are waiting for an order from superiors; or think it will not do anything about corruption. Some pushback on the ground is not very surprising but could very likely be a sign of how this system really will have an impact on corruption. For example, some interviewees noted nervousness because if they enter a case in the system their Commander or the Inspector General of the Police will see it.

Mitigation Recommendation(s):

- Information campaigns about the system that it is not just an anti-corruption system – it is primarily an efficiency system to help them do their jobs with less work. This would include educating police officers about the survey results stating officers found it helped ease their work burden a lot.
- Work with police leadership to order the use of the system as well as confirm that there is no need to continue with the paper system.
- Use the RISGs and ICT focal points to conduct more information campaigns through Whatsapp groups and networks on how to access the Help Desk.

Challenge 5: Manual and electronic systems continue to be used

A majority of respondents in key informant interviews and several qualitative responses in the surveys noted that the system was more

“There is too much workload now because of several documentation processes.”

**— GHANA POLICE SERVICE IN
VOLTA**

burdensome due to using both systems. Individuals in Volta and Northern region stated how they found using both systems to be a burden. Some people thought this was required.

Mitigation Recommendation(s):

- To mitigate this false impression, the Activity is working with regional commanders and other leadership to continue to send out messaging and an official memo that they should no longer use the paper record of offense books and instead use the CTS one the system is live and the structural issues addressed.
- Once the system's connectivity is resolved, it will be easier for individuals to transfer completely to the electronic system.

Challenge 6: Regional interinstitutional support group (RISGs) weaknesses

Although the project has been working with the RISGs for over a year and they have been really engaged, they are having challenges moving forward in terms of action and the availability of actors on the RISG has been more limited. When discussed with them, they raise the issue of a growing workload. The Activity is in discussion with these groups to bring in new members who can be committed to the RISG activities as well as ensuring that there are police representatives on the RISG to help push key messages through this priority KSA. RISGs appear receptive but some have been harder to reach than others, further complicated by the availability to travel.

Mitigation Recommendation(s):

- However, the Activity will continue to push them remotely and use field observations as well as functional user survey feedback to work hand-in-hand with specific representatives of RISGs to address issues relating to their KSAs in the regions and districts.

Challenge 7: Access to a computer for work

Surveys and interviews had end users raise issues of not having access to equipment as a key challenge. In some cases this is because equipment is being provided by the government and may need to be shared. In other cases, the equipment from the Activity is meant to be shared, and end users do not fully understand this.

Mitigation Recommendation(s):

- The Activity will continue to explain to users as well as leadership that the equipment is meant to be shared.

Challenge 8: Police not paying for per diems for trainers to attend trainings

The Activity signed letters of agreement with the KSA heads on obligations for the CTS Activity as well as the KSAs. Part of that agreement is paying the per diems for participants in the training of trainer trainings and their travel to train at sites. But the budgets are held at the national level, and there were delays in transferring the funds for per diem to the regional level.

Mitigation Recommendation(s):

- The Activity stepped into pay those costs where the funds were not available and are working with the police to ensure funds are available at other sites.

Challenge 9: Participants not showing up for trainings

In some cases, trainers did not show up for training citing too busy of a schedule, which is difficult to mitigate in regard to security forces given the crises they address. Designating alternates is a potential mitigation measure as well as reminding supervisors to protect training participants from these disruptions as much as possible.

Mitigation Recommendation(s):

- Meeting with functional user supervisors to ensure that scheduled dates for training are adhered to with enough notice given to the FPs in instances where training has to be rescheduled.
- Continuous engagement of the supervisors and identified staff using the change management strategies by the Activity team to address those that are related to resistance.

Challenge 10: Unfriendly user interface

A small percentage (7 percent) of respondents in the survey noted challenges with navigating the user interface due to a need to scroll left to right depending on the size of the screen.

Mitigation Recommendation(s):

- IBG is examining options for reducing this need to scroll right to left.

SECTION 5 – NEXT STEPS

- COVID-19 is a severe impediment to the timeline for this project. Implementation was already following a very tight timeline in order to complete roll-out in all ten regions before presidential elections in December inhibited the ability of the project to operate. It has not only produced delays but also uncertainty about what will be possible in the future. It is anticipated that COVID-19 could delay the next phases of roll-out by up to four months. This would result in a new roll-out schedule for the remaining regions as follows:
 - July 27-30, 2020: Ashanti Region
 - August 10-13, 2020: Upper West Region
 - August 24-27, 2020: Upper East Region
 - September 7-10, 2020: Western Region
 - September 21-24, 2020: Central Region
 - October 5-8, 2020: Eastern Region
 - October 19-22, 2020: Bono Region

However, that schedule is very tight given the need to close the office in Accra by November 30th in anticipation of the elections and holidays that will prevent administrative close-out. The team continues to work from their homes and is prepared to re-initiate roll-out the moment a window opens. In the meantime, BNC continues to work on rolling out the server to address the internet connectivity issues.

- Mark Williams from TDA was due to provide key short-term technical assistance for change management from Mark Williams in April before Justice Constant Hometowu returns to his post at the Ministry of Justice in early May 2020. It is desired that Justice Hometowu will be able to facilitate buy-in for the activity once he returns to the Ministry as part of the RISG. If Mark Williams is unable to travel, he will provide support remotely, and the project has identified a change management expert to support activities after Justice Hometowu's departure.
- The Activity will continue to pressure BNC to pressure them to continue expanding its internet service across the regions.

- The Activity will continue to work with USAID to seek solutions to the remaining forty percent of equipment required by early 2020.
- The Activity will continue to work with the KSA heads and regional heads to push out messages about using the system and abandoning the paper system.
- The Activity will continue to coach and push the RISGs to conduct their change management efforts, including identifying individuals who can be more available.

ANNEX I – PHOTOS FROM THE ROLL-OUT OF THE CTS ACTIVITY



Figure 1 - Volta Regional Commander CTS training session with ICT-FP Volta

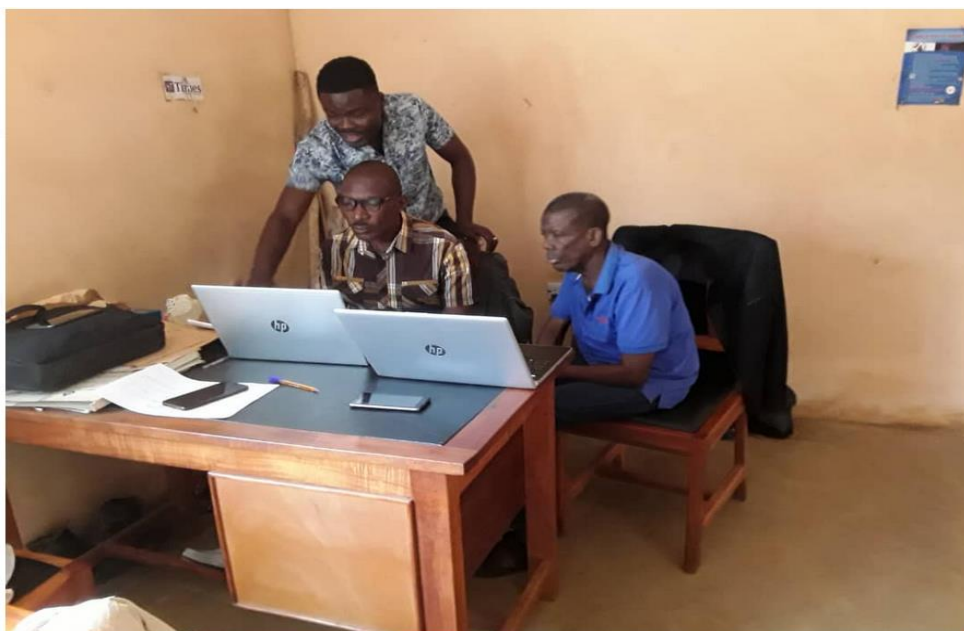


Figure 2 Hlefi Station at Anyirase District CID engaged by trainers



Figure 3 Aflao District Training of trainers engaged in functional user trainings on CTS



Figure 4 Ave Dakpa CTS Equipment presentation to Station Office

ANNEX 2- REPORT ON DECEMBER 9, 2019 SITE VISITS FOR ROLLOUT PREPARATION IN WESTERN AND CENTRAL REGIONS

BASIC INFORMATION

Name of Traveler(s): Prof. Kwadwo Appiagyei-Atua, Justice Constant K. Hometowu and Samson A. Akanpigbiam

Location/City Visited: Takoradi and Cape Coast, Western and Central Regions

Date of Field Visit: 1 Dec. 2019

Return Date: 5 Dec. 2019

Report Submission Date: 9 Dec. 2019

Event Report Completed By: Constant K. Hometowu **Signature:**

Event Report Reviewed By: Yunus Abdulai **Signature:**

PROJECT KEY ISSUES IDENTIFICATION

Purpose of Field Visit:

The purpose of the trip was to introduce the CTS, particularly Change Management and Communications, to key stakeholder agencies in Takoradi and Cape Coast, non-testing Regions, for the first time. The Seminar covered the following topics, as can be seen from the attached agenda - The ADKAR Model of Change Management, Managing Resistance to Change, Social Media and Communications. The KSAs were also introduced to the National Change Management Workplan as well as the Balance Score Card.

The Chief of Party, Prof Kwadwo Appiagyei-Atua, formed and inaugurated the Western and Central Regional Inter-Institutional Change Management Point Persons, composed of two (2) representatives from each KSA.

The Seminar for KSAs in Takoradi was held on Monday, 2 December 2019 and that in Cape Coast was held on Wednesday, 4 December 2019 at the Hillcrest and Pempamsie Hotels respectively.

Key Observations, Issues and Findings from Field Visit:

The following heads of institutions participated in the seminar in Takoradi – DCOP Vincent Reedemer Dedjoe (Police Regional Commander); Madam Patience Klinogo (MOJAGD Regional Boss); DDP Mark K. A. Agbosu (Prisons Regional Commander); Mr. Patrick Yankey (EOCO Regional Director).

For Cape Coast, the following KSA heads participated – COP Paul Manly Awini (Police); Her Ladyship Justice Patience Mills Tetteh (Supervising High Court Judge), Philip Adu (EOCO Regional Director), DDP Cephas Mantey (Regional Prisons Commander), Vincent Aboagye Nyinaku (MOJAGD Regional Boss), and John Obeng-Mensah (Legal Aid Commission Regional Director).

The seminar with the KSAs in both cities went very well. They were all appreciative of the lessons learnt. Some participants expressed their readiness to train others on topics treated during the seminar.

All participants declared their full support for the activities of CTS and are hopeful that when eventually rolled out to the Regions, CTS will bring some improvement into the criminal justice system.

Delegates wanted to know who will sponsor the designing and printing of brochures for distribution to their staff members, as captured in the Change Management Workplan - whether it is CTS of the KSAs themselves. The response was that both the CTS and the respective KSAs will do, depending on the type of brochure produced.

The Western Regional representative of the DPP also wanted to find out if they are expected to design brochures themselves and distribute them to the few State Attorneys representing the DPP in the Region, given their limited numbers? She was told the MOJAGD has to produce its own brochure, to the extent possible. The institution can also rely on the CTS bulletin and CTS related information sent out by Social Media to members of the RISG.

On the use of social media, overwhelming majority of the delegates recommended the use of WhatsApp, Facebook and Instagram. One delegate in Takoradi argued that Twitter will raise awareness about the existence and activities of the CTS. Apart from that delegate, no other person participating in the seminar had a Twitter account.

Delegates also appreciate and understand the use of official email as a means of communication.

Delegates were concerned about availability and equipment for use in CTS activities. They were informed that fifty (50) per cent of equipment will be provided by contract implementors and the remaining fifty (50) per cent will be provided by donor agencies.

The Western Regional Police Commander made available the list and contact details of the various Police Divisions in the Region, apart from two, who, for one reason or the other, have failed to provide them to the Regional Commander. Efforts are being made to procure the remaining two.

After the visit, on 5 December 2019, two WhatsApp groups made up of Change Management Point Persons for Takoradi and Cape Coast, Western and Central Regions respectively, was formed. Information sharing using this group has started. It is anticipated that this means of communication and information sharing will be used and relied upon in subsequent days, to enhance awareness about the CTS.

In response to an information posted on the WhatsApp platform, one delegate, Her Ladyship Justice Patience Mills Tetteh, Supervising High Court Judge, Cape Coast, responded on 5th December 2019, as

follows: “I am glad to the [Change] Management Point Persons that today, I applied knowledge acquired just yesterday. I think the time spent yesterday was worth the effort put in. Hopefully, more knowledge would be brought to bear on our job”

This simply is an indication of the usefulness of the presentation made on Change Management to the performance of her job as Supervising High Court Judge.

Challenges Encountered During Field Visit:

- The air conditioner at the conference in Takoradi was not functioning properly at the beginning of the seminar. This delayed proceedings for a while. The problem was later rectified.
- Internet connectivity at the Hillcrest Hotel, Takoradi, was not without challenges. That of Pempamsie Hotel in Cape Coast was not existent at all, even though username and password were provided to delegates.

Recommendations:

- The WhatsApp group involving the members of the Western and Central Regional RISGs should become a more frequent tool for information sharing and also to keep Western Region abreast of all CTS activities.
- The names of the Divisional Police Commanders of the Central Region should be made available quickly to the US Embassy for vetting. This will facilitate clearance and adequately prepare them for Trainer of Trainers (ToT) sessions to be organised in the region early part of next year.
- All effort should be made to ensure that the details of the two remaining Divisional Commanders be procured early enough and added to the list for Leahy vetting, so they can participate ToT, when the time comes.
- It is further recommended that this training format be used to introduce CTS and Change Management to all non-testing regions, ahead of the Training of Trainers, bearing in mind that the materials used can be repeated during the ToTs.

Next Steps:

The same type of seminar will be organised in the remaining four (4) non-testing Regions, namely Eastern, Bono, Upper East and Upper West Regions. It will form the basis for the ToTs to be organised in the regions, with slight modifications.

Messages and information on the CTS will be shared among members of the RISGs. It is expected, as mentioned to them, to disseminate the said messages to the various platforms in their respective regions.

To the extent possible, from the next quarter, their respective activities will be included in the quarterly reports, and the basis of assessment will be the balance score card.

Members of the Western Regional Inter-Institutional Support Group (RISG)

Name	Institution	Designation
DCOP Vincent R. Dedjoe	Police Service	Regional Commander
C/Insp B. P. Arhinsah	Police Service	Prosecutor
Sgt Charles Ofori	Police Service	Detective
Justice Richard Adjei- Frimpong	Judicial Service	High Court Judge
Francis K. Danso	Judicial Service	Registrar, Circuit Ct
Patrick Yankey	EOCO	Regional Director
Alton Nii Clottey	EOCO	Deputy RO (EOCO)
Chief State Attorney Patience Klinogo	MOJAGD	Regional Director
Prince D. Forson	MOJAGD	CEO
DDP Mark K. A. Agbosu	Prisons Service	Regional Commander
ASP Edem Dovi	Prisons Service	IT Unit
Elijah B. Mends	Legal Aid Commission	Asst ADR Officer
Ato Amissah Assan, Jnr	Legal Aid Commission	Asst ADR Officer

Members of the Central Regional Inter-Institutional Support Group (RISG)

S/N	Name	Institution	Designation
1	COP Paul Manly Awini	Police Service	Regional Commander
2	C/Supt Reuben Asiwoko	Police Service	Regional Crime Officer
3	ASP Simon Boavo	Police Service	Staff Officer
4	H/L Justice Patience Mills- Tetteh	Judicial Service	Supervising High Court Judge
5	H/H Dorinda Smith- Arthur	Judicial Service	Circuit Court Judge
6	Philip Adu	EOCO	Regional Director
7	Mensah Lawoe	EOCO	EOCO Official
8	DDP Cephas Mantey	Prisons Service	Regional Commander
9	Johnson A. Akakpo	Prisons Service	Head of IT
10	Vincent A Nyinaku	MOJAGD	Senior State Attorney, Regional Head
11	Albert Agyei	MOJAGD	Asst Director
12	John	Legal Aid	Regional

	Obeng-Mensah	Commission	Director
13	Israel K Ziggah	Legal Aid Commission	LAC Staff

Ghana Case Tracking System Activity

Agenda

Training/Information Workshop for KSAs in Non-Tested/Non-Piloted Regions

9:00am – 4:00pm

Time	Activity/Responsible person
8:30 – 9:00 am	Arrival/Registration <i>Participants</i>
9:00 -9:05 am	Self-Introduction <i>Participants</i>
9:05 – 9:15 am	Welcome/Purpose & Presentation on the Ghana Case Tracking Project <i>Prof. Kwadwo Appiagyei-Atua, Chief of Party, Ghana CTS</i>
9:15 – 9:30 am	Group Picture and Coffee break
9:30 – 10:00 am	Demonstration of Case Tracking System <i>Representative, Inter-Regional Bridge Group</i>
10: 00 – 11:30 am	Presentation on Change Management (ADKAR Model) <i>Justice Constant K. Hometowu</i>
11: 30 – 12:00 pm	Inauguration of RISG <i>Prof. Kwadwo Appiagyei-Atua, Chief of Party, Ghana CTS</i>
12:00 – 1:00 pm	Lunch <i>Participants</i>
1:00 – 2:00 pm	Presentation on Change Management (Managing Resistance to Change) <i>Justice Constant K. Hometowu</i>
2:00pm – 2:30 pm	Presentation on Change Management (Communications and Use of Social Media) <i>Justice Constant K. Hometowu</i>
2:30pm – 2:45pm	Coffee break <i>Participants</i>
2:45pm – 3:30pm	Discussion – ICMP and Balance Score Card <i>Justice Constant K. Hometowu</i>
3:30 – 3:45pm	Workshop/Seminar Evaluation Samson Akanpibiam, Snr MEL Specialist
3:45 –	Questions and Answers/Response Time

3:50pm	<i>Justice Constant K. Hometowu (Moderator)</i>
3:50 – 4:00pm	Wrap up/Way forward <i>Prof. Kwadwo Appiagyei-Atua, Chief of Party, Ghana CTS</i>

ANNEX 3- REPORT ON DECEMBER 10, 2019 SITE VISITS FOR ROLLOUT PREPARATION IN VOLTA REGION

Name of Traveler(S): Justice Constant K. Hometowu, and Thelma Afful

Location/City Visited: Ho

Date of Field Visit: 12/10/2019

Return Date: 12/11/2019

Report Submission Date: 12/17/2019

Report Completed by: Thelma Afful

Signature:

Report Reviewed by: Justice Constant K. Hometowu

Signature:

IDENTIFICATION OF KEY PROJECT ISSUES

Purpose of field visit:

Balance Score Card Data Collection (Monitoring Activity) in Volta Region.

Key observations, issues and findings from field visit:

- The Volta Regional Inter-Institutional Support Group (RISG) members from the various institutions gave the following feedback
- The Prisons Service distributed four CTS related posts received on the Change Champions platform with other colleagues within the institution, namely Prisons Intake 25 (120 members), Volta Prisons Ladies Association (110 members), Ga Adamgbe Platform, made up of Police, Prisons, Immigration and Judiciary Officers (49 members) and other interested individuals, making a total of 313 recipients.
- The Judicial Service distributed four CTS related posts received on Change Champions platform with other colleagues such as Volta Registrars (45 members) JUSAG news platform (228 members), Staff Forum (256 members), making a total of 529 recipients.
- The DPP of the MOJAGD also distributed four CTS related posts received on Change Champions platform with other colleagues, the Volta Regional Bar members, as well as Year Group Lawyers, making a total of 290.
- EOCO similarly distributed two CTS brochures received on Change Champions platform with other colleagues interested groups on other platforms, such as EOCO platform Cape Coast Branch (16 members), EOCO Interactive Platform (120 members), ASTS Platform (44 members), Volta FIC Training Platform (36 members), among others, making a total of 528 recipients in total.
- The Police Service also distributed four CTS posts received on the Change Management platform with other interested members comprising the Aflao District Police platform (68 members),

Police training Year Group (89 members), Keta Division of the Police Service (154), Border Security Platform (33 members), Senior Police Officers within Keta Division (11 and other interested persons, making a total of shared four documents on CTS to interested groups on other platforms

- The representative from Legal Aid Commission is new to the activities of the CTS. She only participated on instructions from the Regional Director without any instruction. She therefore did not have anything to share on the question of number of brochures and pamphlets distributed to other members. We intend to get the necessary feedback from the Volta Regional Director, Legal Aid Commission, through a phone call.
- The two ICT Focal Points for the Volta Region were all on field trip to embark upon digitization exercise and were therefore not present to provide input. He will be reached by phone for that purpose.
- The CTS related posts referred to above are those made available to the RISG in the Volta Region relating to the following subjects, using the platform meant for Change Champions. They are:

- ✓ **What is CTS?**
- ✓ **Benefits of CTS**
- ✓ **Benefits of using CTS**
- ✓ **Why use CTS?**

Challenges encountered during the field visit:

No institution was able to design, produce and distribute its own bulletin or brochures on CTS due to budgetary constraints.

Recommendations:

It is recommended that they rely mainly on the brochures that CTS will produce. In the event that they are ready to produce their own versions, this should be done in collaboration with CTS to ensure the content is properly aligned to CTS objectives.

Please find below the field visit itinerary

Date	Activity Description
12/10/2019	Team Arrival in Ho
12/11/2019	Half-day Workshop at Sky Plus Hotel, Ho

Ghana Case Tracking System Activity

Agenda

Change Management (Balance Score Card) Data-collection Activity for RISG Members in Volta Region

9:00am – 12:00pm

Time	Activity/Responsible person
8:30 – 9:00 am	Arrival/Registration <i>Participants</i>
9:00 -9:05 am	Self-Introduction <i>Participants</i>
9:05 – 9:15 am	Welcome/Purpose <i>Justice Constant K. Hometowu, Ghana CTS</i>
9:15 – 9:30 am	Coffee break
9:30 – 11:30 am	Data-Collection Activity by Institution <i>Justice Constant K. Hometowu</i>
11:30 – 12:00 pm	Wrap up/Way forward <i>Justice Constant K. Hometowu</i>
12:00 – 1:00 pm	Lunch <i>Participants</i>

ANNEX 4 - REPORT ON JANUARY 5, 2020 FIELD SITE VISIT TO EASTERN REGION TO PREPARE FOR ROLLOUT

BASIC INFORMATION

Name of Traveler(s): Prof. Kwadwo Appiagyei-Atua, Justice Constant K. Hometowu and Samson A. Akanpibiam

Location/City Visited: Eastern Region, Koforidua

Date of Field Visit: 5 January 2020 **Return Date:** 7 January 2020

Report Submission Date: 9 January 2020

Event Report Completed By: Constant K. Hometowu **Signature:**

Event Report Reviewed By: Yunus Abdulai **Signature:**

PROJECT KEY ISSUES IDENTIFICATION

Purpose of Field Visit:

The purpose of the trip was to introduce the CTS, particularly Change Management and Communications component, to key stakeholder agencies in Koforidua, non-testing Region, for the first time. The seminar covered the following topics, as can be seen from the attached agenda - The ADKAR Model of Change Management, Managing Resistance to Change, Social Media and Communications. The KSAs were also introduced to the National Change Management Workplan as well as the Balance Score Card. The Chief of Party, Prof Kwadwo Appiagyei-Atua, formed and inaugurated the Eastern Regional Inter-Institutional Change Management Point Persons, composed of two (2) representatives from each KSA. The seminar for KSAs in Koforidua was held on Monday, 6 January 2020 at the Capital View Hotel, Koforidua.

Key Observations, Issues and Findings from Field Visit:

There was full participation in the seminar in Koforidua by representatives from all six KSAs invited, namely, the Ghana Police Service, MOJAGD/DPP, Ghana Prisons Service, EOCO, Judicial Service and Legal Aid Commission. The seminar with the KSAs went very well. They were all appreciative of the lessons learnt. Some participants expressed their readiness to train others on topics treated during the seminar. All participants declared their full support for the activities of CTS and are hopeful that when eventually rolled out to the Regions, CTS will bring some improvement into the criminal justice system.

Challenges Encountered During Field Visit:

- Internet connectivity at the hotel was poor. It affected connectivity.
- In the absence of an IBG representative, the system was partially demonstrated to participants using android mobile phones.

Recommendations:

- It is recommended that this training format be used to introduce CTS and Change Management to all non-testing regions, ahead of the Training of Trainers, bearing in mind that the materials used can be repeated during the ToTs.
- It is also recommended that during the eventual roll out scheduled for the region, the system is demonstrated by IBG to give participants a fuller understanding of how the system is built to function.

Next Steps:

- The same type of seminar will be organised in the remaining three (3) non-testing Regions, namely, Bono, Upper East and Upper West Regions. It will form the foundation for the ToTs to be organised in the regions thereafter, with slight modifications, where necessary.
- Messages and information on the CTS will be shared among members of the RISGs, using the regional platform to be created for that purpose and email addresses provided, as and when necessary. It is expected, as mentioned to them, that members will disseminate the said messages to the various platforms in their respective regions, to increase awareness and buy-in of their respective institutions.
- To the extent possible, from the next quarter, their respective activities will be included in the quarterly reports, and the basis of assessment will be the balance score card.

Detailed event reported would be provided based on analysis of responses to workshop evaluation questionnaire.

Sample pictures of the visit.

Attached are Sample Pictures of visit, as described appropriately



Cross section of participants at workshop



Inauguration of RISG members for the Eastern Region



Members of the RISGS – Eastern Region

S/No	Name	Institution
01	HL Gifty Dekyem	Judicial Service
02	Ernest Asafo-Agyei	Judicial Service
03	DCOP Afful Boakye Yiadom	Police Service
04	C/Supt N. O. Ofosu-Hene	Police Service
05	Joseph Ebenezer Poku	MOJAGD/DPP

06	Emily Addo-Okyireh	MOJAGD/DPP
07	Emmanuel K. Opare-Wiredu	MOJAGD/DPP
08	Elizabeth A. Buckman	EOCO
09	Samuel Kupoe	EOCO
10	Joseph Asabre	Prisons Service
11	Benedict Bob Dery	Prisons Service
12	Frank Akuoku	Legal Aid Commission
13	Phidelis Osei-Duah	Legal Aid Commission

Ghana Case Tracking System Activity

Agenda

Training/Information Workshop for KSAs in Non-Tested/Non-Piloted Regions

9:00am – 4:00pm

Time	Activity/Responsible person
8:30 – 9:00 am	Arrival/Registration <i>Participants</i>
9:00 -9:05 am	Self-Introduction <i>Participants</i>
9:05 – 9:15 am	Welcome/Purpose & Presentation on the Ghana Case Tracking Project <i>Prof. Kwadwo Appiagyei-Atua, Chief of Party, Ghana CTS</i>
9:15 – 9:30 am	Group Picture and Coffee break
9:30 – 10:00 am	Demonstration of Case Tracking System <i>Representative, Inter-Regional Bridge Group</i>

10: 00 – 11:30 am	Presentation on Change Management (ADKAR Model) <i>Justice Constant K. Hometowu</i>
11: 30 – 12:00 pm	Inauguration of RISG <i>Prof. Kwadwo Appiagyei-Atua, Chief of Party, Ghana CTS</i>
12:00 – 1:00 pm	Lunch <i>Participants</i>
1:00 – 2:00 pm	Presentation on Change Management (Managing Resistance to Change) <i>Justice Constant K. Hometowu</i>
2:00pm – 2:30 pm	Presentation on Change Management (Communications and Use of Social Media) <i>Justice Constant K. Hometowu</i>
2:30pm – 2:45pm	Coffee break <i>Participants</i>
2:45pm – 3:30pm	Discussion – ICMP and Balance Score Card <i>Justice Constant K. Hometowu</i>
3:30 – 3:45pm	Workshop/Seminar Evaluation Samson Akanpibiam, Snr MEL Specialist
3:45 – 3:50pm	Questions and Answers/Response Time <i>Justice Constant K. Hometowu (Moderator)</i>
3:50 – 4:00pm	Wrap up/Way forward <i>Prof. Kwadwo Appiagyei-Atua, Chief of Party, Ghana CTS</i>

**ANNEX 5- REPORT ON JANUARY 12-16, 2020 FIELD VISIT TO TRAINING OF TRAINERS ON
CHANGE MANAGEMENT, PROCEDURES, AND PROTOCOLS – VOLTA REGION**



**USAID/Ghana Case Tracking System Activity
Report on Training of Trainers on Change Management, Procedures and Protocols – Volta
Region Rollout By Constant K. Hometownu, Change Management and Communications
Coordinator.**

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**CTS Change Management, Procedures and Protocols ToT Report, Jan 13-16, 2020.
BASIC INFORMATION Name of Traveler(s): Yunus Abdulai, Prof Kwadwo Appiagyei-
Atua, Mark Williams, Justice Constant K. Hometownu, Richard Jones, Samson
Akanpigiabiam, Thelma Afful, Makeda Jones, Kwaku Boadu**

Location/City Visited: Ho, VR

Date of Field Visit: 12/01/2020

Return Date: 16/01/2020

Report Submission Date: 17/01/2020

Report Completed By: Constant K. Hometownu

Signature: -----

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Introduction/Background

The CTS began the implementation of a series of roll out activities in the first of 10 regions of Ghana, beginning with Volta Region on 13th January 2020. Personnel of all six Key Stakeholder Agencies (KSAs), comprising the Judicial Service (JS), Attorney General (AG), Legal Aid Commission (LAC), Ghana Police Service (GPS), Economic and Organized Crime Office (EOCO), and Ghana Prison Service (GPrS) in the region were brought together and oriented/trained on CTS rollout in their respective institutions. Participants were selected from each institution by institutional heads to participate in a four-day Training of Trainers (ToTs) programme. The CTS region-wide rollout therefore commenced in the Volta region with a four-day ToT.

Objectives/Purpose of the event

The purpose of this event was to carry out a four-day CTS rollout training in Volta Region. This was intended to build the capacity of selected CTS End-Users who could, in turn, support the smooth implementation of CTS activities in the region. The selected End-Users were to serve as Trainers in their respective institutions and equipped with skills to train others upon return.

Activities completed/undertaken

The training topics comprised carefully designed and selected CTS competency areas that could enable smooth CTS rollout in the region. Training strategies such as group/break-out sessions were used for the KSA-specific training. End-of training quiz was also employed to ensure effective learning by the trainers. Additionally, pre-test and post-test training evaluation techniques were used to measure participant knowledge gained. The following relevant competency areas were covered in the four-day training.

- Demonstration of CTS
- How to use CTS application (online, offline and android applications)
- Benefits of CTS
- Introduction to Change Management (ADKAR Model)
- Managing Resistance to Change
- Monitoring and Evaluation of CTS
- Strategic Communications and Use of Social Media
- Institutional Change Management Plan (ICMP) and Balance Score Card (BSC)
- Substantive Pilot Applications
- ToT Strategy/Introduction
- ToT on KSA procedures and protocols
- Presentation and communication skills for the effective training of CTS end-users

As a matter of continuous learning and strategy, all training materials used/required for end-user training have been made available on the CTS website. Most essential ones were printed and given to the trainers ahead of the training.

Participation

Overall, about 92 (81 males, 11 females) participants from the six KSAs (excluding CTS staff) attended and actively participated. These comprises 72 police personnel, 5 prison officers, 2 EOCO staff, 8 Judicial service staff, 3 AG/DPP staff and 2 LAC representatives. Additionally, 3 BNC personnel passed

by the venue to observe proceedings and to test internet connectivity for the program at the venue. Table I represents the breakdown of participants by KSAs

Table I: Training Participants

KSA	Total Number	Male	Female
POLICE	72	65	7
PRISONS	5	3	2
EOCO	2	1	1
JUDICIAL	8	7	1
AG/DPP	3	3	0
LAC	2	2	0
TOTAL	92	81	11

Key observations, Lessons Learned and findings

Participants were taken through general CTS mechanics including change management strategies to build momentum and sustain CTS use by relevant KSA staff. IBG trained participants on KSA-specific roles in CTS. Separate discussions were held with District Commanders of GPS to ensure they prioritize rollout efforts by supporting the Police ToT members to reach out to the various locations assigned them. The equipment distribution went well even though some KSAs expressed concerns of the inadequacy of the laptops allocated. This was generally with the Police and to some extent the Courts. According to the Courts, some of the 'existing equipment' are not in the registries but rather at the M&E units within the Courts and will be a challenge to share these 'existing equipment' with the Court Registries for use on CTS. The Police investigators and Station Officers within District Commands had similar concerns as equipment were not allocated them. Again, the Courts representation at the training was far less than expected and IBG and Chemonics is currently exploring measures to deal with the limited number of people trained from the Courts during the ToT. One of the strategies is continuous on-site training by IBG ICT focal points, though not ideal considering rollout monitoring/backstopping roles by same ICT FPs. BNC client site connectivity remains the biggest issue. The connectivity by BNC seems to be internet in their own space rather than WAN. The BNC connectivity during the ToT was suboptimal and IBG resorted to use of internet dongles from Telephone Companies. The ToTs were trained on the offline version of CTS but it still requires internet access for first time access and subsequently to push data to CTS Server. The client site connectivity remains the Achilles heel of CTS implementation for which the CTS team scheduled a meeting with BNC on Jan 21, 2020 to find solutions/mitigations strategies. The Police ToT participants passionately requested CTS to support with T&T to enable them reach out to all locations within their districts for training, particularly those with several remote stations. CTS team also clarified to the GoG participants including citing the LoAs and other commitments by GoG towards CTS rollout. IBG has a detailed plan starting Jan 20 to supervise the training and CTS going live in each of the 22 districts in Volta. IBG also, starting Jan 20, will begin uploading digitized data from Volta into the system.

Change Management Component of the ToT

Three persons made presentations on Change Management, Communications and related matters. Mark Williams, President of TDA, handled the topics on Communications and Strategic Use of Social

Media as well as Mentoring and Coaching; Constant K. Hometowu, Change Management and Communications Coordinator made presentations on The ADKAR model of Change Management, Managing Resistance to Change, Institutional Change Management Plan and Balance Score Card; Kwaku Boadu, Consultant, presented on Substantive Pilot Applications and Standard Operating Procedures. Mark Williams and Constant Hometowu left for Accra on January 15, 2020, to meet the heads of the KSAs to further discuss or remind them on commencement of rollout and the need for them to sign the LoAs and the SoPs.

Challenges encountered and Mitigation Actions

- Judicial Service representation was far less than expected due to absence of some judges and court staff;
- KSAs expressed concerns of the inadequacy of the laptops allocated to them;
- Time management was a bit of a challenge, causing a rush through the materials some of the days;
- Some sessions that required hands-on training were skipped because participants' machines had not been set up then;
- Limited/no Internet access;
- BNC client site connectivity remains the biggest issue. Communications solution not yet in place. This has the potential of sagging the high enthusiasm that was achieved among users during the training as they travel back to their various stations and discover that they cannot use CTS. (Even the off-line version requires the communication solution to be in place. The offline version of CTS assumes the existence of a communications solutions, albeit unreliable).
- Some KSAs, especially, Police ToT participants passionately requested CTS to support with T&T to enable them reach out to all locations within their districts for training particularly those with several remote stations. This request was across board. As some one bluntly put it "USAID is supporting the CTS in this roll out with all necessary requirements such as hotel reservation etc. Who will support the KSAs also as they proceed to undertake the training of the institutional end users?". A roaring applause greeted this intervention, meaning it is a concern for all.

Recommendation

- IBG should be tasked to set up all participants' machines before the start of the training
- Sessions;
- The project's communications solutions provider (BNC) should be engaged to ensure that the communications are in place and tested before the start of the training sessions;
- The communications solutions provider (BNC) should also be engaged to ensure that communications are in place for the actual post-training usage of CTS so that users will have access and start using CTS right after the final day of training to sustain their interest in CTS.

Next Steps

Rollout activities are expected to be carried out in Northern, Greater Accra and Ashanti regions to complete the four testing/piloting regions. Subsequently, rollout activities would be implemented in the six non-testing/piloting regions.

Meanwhile, CTS activities will continue to be extended to non-testing regions, to make them aware of CTS before roll out of the system in those regions. Wa and Bolgatanga, in the Upper West and Upper

East Regions will be the destination, where CTS will next be introduced, with presentations on Change Management and the formation of the Regional Inter-Institutional Support Groups.

Suggestions and Comments from Participants

- “**adequate time** be provided to the trainer of trainees for the proper discharge of their duties which will probably yield good results”. “More days should be allocated for the training”
- “The ToTs should **be awarded with certificates** at the end of the programme”
- “How will this **program be sustained?**”
- The “police should be **more trained** to do the right thing and create more jobs so that the CTS programme will be a success”
- “The **continuous presents of the I.T. personnel** to assist us at all times when we call them” would be recommended
- “There should be **constant supervision** from the technical officers of CTS”
- “**Training on CTS** should be constantly held and also incentives given to motivate personnel”
- “It is suggested that this **training is added to the register of the police training schools**. This will enable the recruits gain the knowledge on CTS before they pass out”. “The training topics should be held at the various police training schools”
- The programme or the **workshop should be held at the same place** (participants to reside at hotel with training venue) to reduce the stress of moving from one place to the other
- “Training of others should be taken up by CTS office else success will be minimal”
- “Money should be made available to **participants as T&T**. It is bad to travel from far and near to attend a very important training like this without a per diem”
- We need “assurance on **payment for training programmes** at the district level”
- “Trainers should come down to the **districts to give more training** to those of us who know nothing about computers. In fact, some of us are not computer literate” and “proper ICT training to be held for some of us who do not have any knowledge about ICT”
- Who would **sponsor the ToT?** Who would finance CTS training in the districts?
- **Telecommunications companies** should be brought on board to support CTS connectivity
- “**CTS should be extended** to all state institutions to check abnormalities in criminal justice system”
- **Station Officers at police stations are critical** and should not be left out of the training
- **More equipment** should be given to ToTs
- **More efforts should be made to push commanders to implement CTS so it makes our work easy and also help keep records**
- Awards should be given to police stations and units that implement CTS and commanders that do their usual checks
- “**The head of institutions should be well convinced to embrace the changes, else, junior ranks who want to perform the change will be intimidated and the fear of them can make the process stagnant**”
- Refresher training for ToTs required, including ICT training
- **Topics** like management and leadership should be added
- **Topics** such as “**motivation**” should be adding to the training

- **Topics** on “internet fraud or cybercrime” should be adding to the training
- **Topics** to add should include MTTD and DOVSSU
- **Topics** on effective communication should be added to the training
- **Topics** on stress management is needed

Key stakeholders (Delegates)

Attached is the list of delegates who participated in the training.

Sample Pictures



Cross-section of participants at training



Cross-section of participants in a group photo

Agenda

Ghana Case Tracking System Activity 4-Day Roll-Out Agenda for Volta Region

Venue: Volta Serene Hotel, Ho

Date: January 13-16, 2020

DAY I

Time	Activity/Responsible person
8:30 – 9:00am	Arrival/Registration <i>Participants</i>
9:00 -9:05am	Welcome/Introduction of CTS/IBG/TDA staff <i>Samson Akanpigiabiam</i> <i>Snr MEL Specialist</i>
9:05 – 9:25am	Pre-Test Training Evaluation <i>Samson Akanpigiabiam</i>
9:25 – 9:30am	Opening remarks <i>Yunus Abdulai</i> <i>Managing Director, CTS</i>
9:30 – 9:45am	Purpose/Introduction of Ghana CTS Project <i>Prof. K Appiagyei-Atua</i>

	<i>Chief of Party, Ghana CTS</i>
9:45 – 10:45am	Demonstration of CTS/Benefits of CTS <i>Representative Inter-Regional Bridge Group</i>
10:45 – 11:15am	Group Picture and Health break <i>Participants</i>
11:15 – 11:45am	Equipment Distribution <i>Prof K Appiagyei-Atua</i>
11:45 – 12:30pm	Introduction to Change Management (ADKAR Model) <i>Justice Constant K. Hometowu Coordinator, Communications and Change Management</i>
12:30 – 1:30pm	Lunch <i>Participants</i>
1:30 – 2:15pm	Managing Resistance to Change <i>Justice Constant K. Hometowu</i>
2:15 – 2:45pm	Monitoring and Evaluation of CTS <i>Samson Akanpibiam</i>
2:45 – 3:20pm	Post-Test Training Evaluation
3:20 – 3:40pm	Q&A/Wrap up/Announcements
3:40 – 4:00pm	Coffee break <i>Participants</i>
4:00pm	Departure

DAY 2

Time	Activity/Responsible person
08:30 – 9:00	Arrival/Registration <i>Participants</i>
09:00 – 10:30	Break-out Sessions – KSA-specific training <i>Representatives IBG</i>
10:30 – 10:50	Health break <i>Participants</i>
10:50 – 11:50	Break-out Sessions – KSA-specific training <i>Representatives IBG</i>
12:00 – 1:00	Social Media and Communication <i>Mark, President of TDA</i>
1:00 – 2:00	Lunch
2:00 – 3:00	Mentoring and Coaching <i>Mark Williams, President, TDA</i>
2:45 – 3:45	Institutional Change Management Plan (ICMP) and Balance Score Card (BSC) <i>Justice Constant K. Hometowu</i>

3:45 – 4:00pm	Health break
4:00 – 5:00pm	Substantive Pilot Applications <i>Kwaku Boadu</i> <i>Consultant, CTS</i>
4:45 – 4:50pm	Q&A/Wrap up/Announcements
4:50pm	Departure

DAY 3

Time	Activity/Responsible person
08:30 – 9:00	Arrival/Registration <i>Participants</i>
09:00 – 10:30	Plenary ToT Strategy/Introduction <i>IBG</i>
10:30 – 11:00	Coffee break
11:00 – 12:30	Break-out Sessions – KSA-specific training (ToT)
12:30 – 1:30	Lunch
1:30 – 2:30	Substantive Pilot Applications <i>Kwaku Boadu</i>
2:30 – 4:00	Standard Operating Procedures <i>Kwaku Boadu</i>
4:00 – 4:15	Q&A/Announcements
4:15 – 4:30	Health break
4:30	Departure

DAY 4

Time	Activity/Responsible person
08:30 – 9:00	Arrival/Registration <i>Participants</i>
09:00 – 10:30	Plenary ToT <i>IBG</i>
10:30 – 11:00	Coffee break
11:00 – 12:45	Plenary -- Coaching
12:45 – 1:45	Lunch
1:45 – 2:00	Wrap up/Announcement/Departure

ANNEX 6- REPORT ON TRAINING OF TRAINERS ON PROCEDURES AND PROTOCOLS – NORTHERN REGION ROLL-OUT

BASIC INFORMATION

Name of Traveler(s): Yunus Abdulai, Prof Appiagyei-Atua, Justice Hometowu, Richard Jones, Samson Akanpiggiam, Thelma Afful, Kwaku Boadu

Location/City Visited: Tamale, Northern Region

Date of Field Visit: 02/02/2020

Return Date: 05/02/2020

Report Submission Date: 05/02/2019

Report Completed By: Kwaku Boadu

Signature: Kwaku Boadu

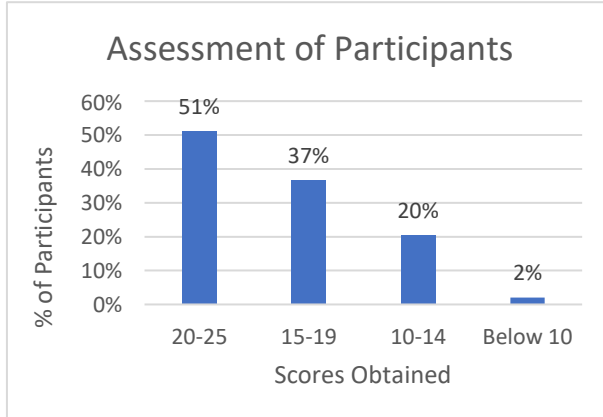
PROJECT KEY ISSUES IDENTIFICATION

Purpose of field visit:

To provide training of trainers (ToT) on procedures and protocols as part of Northern Region rollout.

Key Occurrences, Observations, Issues and Findings from the training:

- Training spanned the period Feb 03 through Feb 05, 2020.
- The specific ToT on procedures and protocols occurred Feb 04 and 05.
- Total contact hours for the training was four (4) hours over both days.
- All KSAs were represented in a total of 54 participants.
- Topics covered for Feb 04:
 - Presentation and communication skills for the trainers.
 - Differential changes to SOPs.
- Topics covered for Feb 05:
 - Supervisory Reports and Troubleshooting tools.
 - Substantive Pilot Application.
- I trained Samson Akanpiggiam to take over from me. He solely handled the training on Feb 04.
- All training materials used/required for end-user training have been made available on the CTS website. Most essential ones were printed and given to the trainers ahead of the training.
- No pre-training assessment was conducted as it was inapplicable.
- A post-training quiz was used to assess participants.
- Per the chart below, 51% of the participants scored above 20 out of 25 in the quiz; 88% scored above 15; 1 person scored below 10.
- The top 2 scorers were identified and given special awards donated by myself; the next 9 top scorers were also given awards donated by IBG.
- All participants actively and enthusiastically engaged in the training and participated fully at all times of the training.



Challenges Encountered During the ToT:

- Hands-on training exercises using the SOP and SPA materials loaded on-line were skipped because participants had no online access to the CTS software and stored materials.
- Communications solution not yet in place. This has the potential of sagging the high enthusiasm achieved among users during the training as they travel back to their various stations and discover that they cannot use CTS. (Even the off-line version requires the communication solution to be in place. The offline version of CTS assumes the existence of a communications solutions, albeit unreliable).

Recommendations:

- The project's communications solutions provider (BNC) should be engaged for a thorough and conclusive discussion on the roadmap for the creation of a WAN connectivity solution for CTS.
- Steps should be taken in future training programs to identify, by name, the poor performers in the assessment and given further training, or disqualified from conducting training for end-users.
- The project should consider issuing certificate of participation to the workshop participants as a way of further incentivizing them for CTS usage.

Pictures from the training on procedures and protocols during rollout in Tamale, NR



Participants attentively listening to Kwaku during the



Rollout training in Tamale, Northern Region. Participants' actively engaged in the training.

ANNEX 7- REGIONAL INTERINSTITUTIONAL SUPPORT GROUP SCORECARDS FOR VOLTA, GREATER ACCRA, AND NORTHERN REGIONS

Please see RISG scorecards attached for Volta, Greater Accra, and Northern regions.

ANNEX 8- ROLL-OUT LOCATIONS

Table 10 – Summary Of Roll-Out Locations

KSA	Volta	Northern	Greater Accra/Tema	Ashanti
Police	55	21	183	157
Courts	29	11	65	53
EOCO	1	1	1	1
Prisons	3	5	2	7
LAC	1	1	1	1
MOJ	1	1	1	1
Total Sites	90	40	253	220
GRAND TOTAL	603 Sites			

VOLTA REGION LOCATIONS

Region	Police Division Name	Districts Police Station Name	Police Station/Post Name	Prison Names	EOCO	Court Names
Volta	Ho	Ho	Ho	Ho Male Central Prison	Regional Office	High Court 1
				Ho Female Central Prison		High Court 2
						High Court 3
						Ho Circuit Court
						Ho District Court 1
						Ho District Court 2
						Court of Appeal
			Tokokoe			
			Adaklu-Waya			
			Sokode Bagble			
			Area 51			
			Taviefe-Sreme			
		Anyirawase	Anyirawase			
			Tsito			
			Abutta			

			Kpedze			
			Dzolokpuita			Dzolokpuita District Court
			Hlefi			
Volta		Kpetoe	Kpetoe			Kpetoe District Court
			Ziope			
		Peki	Peki			Peki District Court
			Kpalime-Dugah			
		Kpeve	Kpeve			
		Juapong	Juapong			
	Hohoe	Hohoe	Hohoe			Hohoe High Court
						Hohoe Circuit Court
						Hohoe District Court
			Gbi-Bla			
		Golowati	Golowati			
	Keta	Keta	Keta			Keta Circuit Court
		Anloga	Anloga			Anloga District Court
			Anyanui			
			Alakple			
Volta		Dzodze	Dzodze			Dzodze District Court
			Tadzewu			
			Ehie			
			Penyi			
			Weta			
		Abor	Abor			Abor District Court
			Anyako			
			Atiavi			
			Afife			
			Anlo-Afiadenyigba			
		Agbozume	Agbozume			Agbozume District Court
			Amedzikorpe			

		Denu	Denu			Denu High Court
			Agavedzi			
		Aflao	Aflao			
	Tongu	Sogakope	Sogakope			Sogakope High Court
						Sogakope Circuit Court
			Tefle			
			Dabala			Dabala District Court
		Adidome	Adidome			Adidome Circuit Court
			Mafi-Kumasi			
		Akatsi	Akatsi			Akatsi District Court
			Agbakope			
		Aveyime	Aveyime			
			Mepe			
		Ave-Dakpa	Ave-Dakpa			
			Dzalele			
	Kpando	Kpando	Kpando	Kpando Prisons		Kpando District Court
						Kpando Circuit Court
		South Danyi/Anfoega	Anfoega			
			Vakpo			Vakpo District Court
			Have			
	Adaklu					Adaklu District Court
	Ayoma					Ayoma District Court
			55	3	I	29

NORTHERN REGION LOCATIONS

Region	Police Division Name	Districts Police Station Name	Police Station/Post Name	Prison Names	EOCO	JS	M
Northern	Tamale		Tamale Central	Tamale Male Central Prison	Regional Office	Tamale High Court I	P

		Tamale	Sakasaka	Tamale Female Central Prison		Tamale High Court 2	
			Lamashegu			Tamale Circuit Court	
			Nyankpala			Tamale District Court I	
			Sagnerigu Post *			Tamale District Court 2	
			UDS Post *			Central Prison Court	
						Commercial Court A	
		Savelgu	Savelgu			Commercial Court B	
		Kumbungu	Kumbungu				
		Tolon	Tolon				
	Yendi	Yendi	Yendi	Yendi Prison		Yendi Circuit Court	
		Saboba	Saboba				
			Wapuli				
			Demon				
		Bimbilla	Bimbilla			Bimbilla District Court	
			Chamba				
Northern		Wulensi	Wulensi			Wulensi District Court	
		Gushegu	Gushegu				
		Karaga	Karaga				
		Zabzugu	Zabzugu				

		Tatale	Tatale				
		Kpandai	Kpandai				
				Gambaga Local Prison			
				Salaga Local Prison			
			21	5	I	II	

GREATER ACCRA REGION LOCATIONS

Region	Police Division Name	Districts	Police Station/Post Name	GPrS	EOCO	JS
Greater Accra		Accra Central	Accra Central		Regional Office	Office of Chief Justice
						Supreme Court
						Court of Appeals
						Gen Jurisdiction 1 HC
						Gen Jurisdiction 2 HC
						Gen Jurisdiction 3 HC
						Gen Jurisdiction 4 HC
						Gen Jurisdiction 5 HC
						Gen Jurisdiction 6 HC
						Criminal Court 1
						Criminal Court 2
						Criminal Court 3
						Criminal Court 4

[illegible]

		Railways	Railways			
	Nima	Nima	Nima			
			Holy Gardens			
		Kotobabi	Kotobabi			
			Dwowulu post			
			Roman ridge post			
		Adabraka	Adabraka			
	Airport	Airport	Airport			
			KIA			
		East Legon	East Legon			
		Legon	Legon			
			West Legon Post			
			Kings Cottage Post			
	Cantonments	Cantonments	Cantonments			
			East Cantonments			
		Labadi	Labadi			La District Court
			Tse-Addo Post			
		Osu	Osu			
	Kpeshie	Nungua/Kpeshie	Nungua			Teshie Nungu District Cour A
			Kpeshie			Teshie Nungu District Cour B
		Teshie	Teshie			
			Greda Estates			
			Rasta Post			
	Tesano	Tesano	Tesano			
			Lapaz			
		Achimota Mile 7	Achimota Mile 7			
			Isreal			
			Ofankor			
			Asofan			

			Petroleum Post			
		Achimota	Achimota school			
			Achimota Terminal			
			Achimota Golf Hills			
		Amasaman	Amasaman			Amasaman Circuit Court
						Amasaman District Court A
						Amasaman District Court
			Stadium North Post			
			Oshuiman			
			Sarpieman Wachild			
	Ga West (Amasaman)	Pokuase	Pokuase			
			Amanfrom			
		Adjen-Kotoku	Adjen-Kotoku			
			Dome-Sampaman			
			Dome-Asempa			
	La Nkwantanang (Madina)	Madina	Madina			Madina District Court A
			Ogbojo			Madina District Court B
			New Ogbojo			
			Sraha			
			North Legon Post			
		Kwabenya	Kwabenya			Kwabenya Circuit Court
			Kwabenya-Pure water			
			Haatso Supermarket			
			Haatso Ecomog			

			Taifa			
			Atomic Hills			
			ACP/Kwabanya			
			Westland Post			
			East Kwabanya			
			Old Ashongman			
			New Ashogman			
	Adenta/Abokobi	Adenta	Adenta			Adenta District Court
			Adenta Shopping Mall			
			Nmai-Dzorn			
			Trassaco West Post			
		Oyibi	Oyibi			
			Appolonia			
			Malejor			
			Harvard Post			
			Greenfields			
			Frafraha			
		Abokobi/Ayi Mensah	Ayi-Mensah			
			Abokobi			
			Akporman-Manna Post			
			Kuottam			
			Agbogba			
			Oyarifa Transformer			
			Adoteiman Post			
			Pantang			
			Mountain View-Oyarifa Post			
			Lakeside C.8			
			Lakeside Estate			
			Ashaley Botwe			
	Kaneshie	Kanashie	Kaneshie			Kaneshie District Court I

			Neoplan			Kaneshie Distrcit Court
			STC			
		Darkuman	Darkuman			
	Odorkor	Odorkor	Odorkor			
			Gbawe-Lafa			
			Gbawe-North			
			Mallam Post			
		Sowutuom	Sowutuom			
			Kwashieman			
		Anyaa	Anyaa			
			Olebu Tent City			
	New Weija	New Weija	New Weija			Weija Circuit Court
			Old Weija			Weija District Court
			Toll Booth			
			Tetegu			
			Adanseman			
			New Bortianor			
		Amanfro	Amanfro			
			American Farm Post			
			Amanfro Top Town			
			Iron City			
			Domeabra			
			Lantey Mills			
			Dankyira			
		Krokrobite	Kokrobite			
			Old bortianor			
			Tuba			
			Langba			
	Dansoman	Dansoman	Dansoman			
			Russia/Sukura			
			Gbegbeisei			

			SSNIT FLAT			
		Mamprobi	Mamprobi			
	Batsona (Sakumono)	Sakumono	Sakumono			
			Lashibi			
		Batsoona	Batsoona			
		Okpoi_Gonno district	Okpoi Gonno			
			Manet/Spintex Road Post			
Tema Region	Tema	Community I	Community I			Circuit Court (G&DV)
			Community 4			Circuit Court
			Community 8			High Court B
			Lube Oil Post			High Court C
		Community 2	Community 2			District Court A
		Community II	Community II			District Court (TDC)
			Community 12			District Court
		New Town	Abonkor			
			Bankuman			
		Railways & Port	Railways & Port			
			Main Harbour			
	Ashiaman	Ashiaman	Ashiaman			AshaimanCircu Court
			Community 22			Ashaiman District Cour
			Ashiaman North (Lebanon)			
			New Tulaku			
			Middle East			
			Lebanon- Tsuitableo			
			Adjie-Kojo			
		Adjie-Kojo	Kanewu			

			Santoe			
			Lebano Zone			
		Zenu-Atadeka	Zenu-Atadeka			
			Kubekro No. 1			
			Kubekro No. 2			
			Katamanso			
			Adigon			
		Prapram	Prapram			Prampram Distrcit Cour
			Old Ningo			
	Prapram		New Ningo			
			Tsopoli			
			Dawhenya			
			Davtraco			
		Kpone	Kpone			
			Kpone Golf City			
		Community 25	Community 25			
		Afienea	Afienea			
			Emefs Estate			
			New Jerusalem Post			
			Newland Post			
			Sebrepor Post			
			Gbetsile			
			Bulaso			
			Mobole			
			Appolonia			
	Dodowa	Dodowa	Dodowa			Dodowa District Cour
			Ayikuma			
			Sota			
			Bawleshie/Sasabi			
		Dornyumu- Asutuare- Osudoku	Doryumu			
			Asutuare			

			Osudoku			
			Agomeda			
	Ada	Ada Foah	Ada Foah			Ada District Court
			Big Ada			
		Kesseh	Kesseh			
		Sege (Ada West)	Sege			Sege District Court
			Dawa			
			Tamdoku			
			Afiedenyigba			
			Laterbikoshie			Laterbiokoshie District Court
			Abeka			Abeka District Court
			183	2	1	65

ASHANTI REGION LOCATIONS

Police Division Name	Districts Police Station Name	Police Station/Post Name	GPrS	EOCO	Court Names	MOJ/D
Ashanti Central Division	Ashanti Central('A') District	Ashanti Central	Kumasi Central Prison	Regional Office	Circuit Court 1	Regional Office
		Railways	Kumasi Female Prison		Circuit Court 2	
		Ridge			Circuit Court 3	
		Adiebeba			Circuit Court 4	
		KATH			Kumasi - K.M.A. Circuit Court	
		Ampabame			Appeal Court	
		Atasemnso-Konkromoase			High Court 3	

					High Court 4	
					Commercial Court 1	
					Commercial Court 2	
					Kumasi District Court 1	
					Kumasi District Court 2	
Atwima (Nkawie) - Division	Nkawie District	Nkawie			Nkawie Circuit Court	
		Ahwerewa				
	Abuakwa District	Abuakwa				
		Tanoso				
		Akropong			Akropong District Court	
		Kokoben				
	Nyinahin District	Nyinahin			Nyahin District Court	
		Adiembra				
		Adobewura				
Suame Division	Suame District	Suame				
		Asuofia				
		Adankwame				
		Barekese				
		New Bremang				
		Kronum				
	Suntreso ('C') District	Sofoline				
	Denchemouso-Techiman District	Atwima - Takyiman				
		Afasiebon				
	Tepa District	Tepa			Tepa Circuit Court	
Ahafo Ano (Tepa) -		Manfo			Tepa District Court	

Division						
		Mabang				
	Mankranso District	Mankranso			Mankranso District Court	
		Mpasaso				
		Wiaso				
		Pokukrom				
	Manhyia ('B') District	Zongo	Manhyia Local Prison			
Manhyia Division		Oforikrom				
		WAEC				
	Airport District	Airport				
		Buokrom				
		Asawase				
	KNUST District	KNUST				
		Ayeduase				
		Kotei				
		Bomso				
		Appiadu				
	Asokore-Mampong District	Asokore-Mampong				
		Parkoso			Asokore Mamong District Court	
		Buobai				
	Asokwa District	Asokwa			Asokwa District Court 1	
		Dompoase			Asokwa District Court 2	
					Asokwa District Court 3	
Asokwa Division					Asokwa District Court 4	
	Foase District	Foase				
		Pakyi No. 2				
		Trede				
		Twedie			Twedie District Court	

		Hwidiem				
		Brofoyedru				
		Ahenema-Kokobeng				
	Kuntunase District	Kuntunase			Kuntunase District Court	
		Jachie				
		Feyiase				
Tafo-Pankrono Division	Tafo-Pankrono District	Tafo-Pankrono				
		Old Tafo				
		New Tafo/CPC				
	Mamponteng District	Mamponteng			Mamponteng District Court	
		Asonomaso				
		Ankaase				
	Kenyasi District	Kenyase				
		Antoa				
Konongo Division	Konongo District	Konongo			Konongo District Court	
		Odumasi				
		Peminase				
		Dwease				
		Praaso				
	Juaso District	Juaso			Juaso Circuit Court	
		Kantanso				
		Obogu				
		Ofoase				
		Bompata				
		Banso				
		Banka				
		Amantia				
		Pra-River				
	Agogo District	Agogo			Agogo District Court	
		Juansa				

		Akutuase				
		Patriensa				
Offinso Division	Offinso District	Offinso			Offinso Circuit Court	
		Abofour			Offinso District Court	
	Akumadan District	Akumadan			Akumadan District Court	
		Nkenkensu				
		Afrancho				
	Kodie District	Kodie			Kodie District Court	
		Ahenkro				
	Boamang District	Boamang				
		Tetrem				
		Kyekyewere				
Mampong Division	Mampong District	Mampong			Mampong High Court	
					Manpong District Court	
	Agona District	Agona			Agona District Court	
		Jamasi				
		Wiamoase				
		Kona				
		Asamang				
		Atonsu				
	Ejura District	Ejura	Ejura Camp Prison		Ejura District Court	
		Sekyeredumase				
		Anyinofi				
		Kwaman				
	Nsuta District	Nsuta			Nsuta Circuit Court	
		Beposu				
		Kwamang				
	Asaam District	Asaam				
		Kofiase				

		Anyinase				
Bekwai Division	Bekwai District	Bekwai			Bekwai Circuit Court	
		Anwiankwanta			Bekwai District Court	
		Kokofu				
		Abodom				
		Essumeja				
		Ahwiaa-Anwiakwanta				
	Manso-Nkwanta District	Manso-Nkwanta			Manso-Nkwanta District Court	
		Manso-Antoakrom				
		Manso-Abore				
		Manso-Datano				
		Manso-Domi-Keniago				
		Manso-Adubia				
	Jacobu District	Jacobu			Jacobu District Court	
		Afoako				
	Asiwa District	Asiwa			Asiwa District Court	
		Nsuaem				
	Effiduase District	Effiduase			Effiduase District Court	
		Asokore				
		Sekyere				
		Seniagya				
		Oyoko				
		Banko				
	Kumawu District	Kumawu			Kumawu Circuit Court	
		Drobonso				
		Bodomase				
Obuasi	Obuasi	Obuasi	Obuasi Local Prison		Obuasi High Court	
		Tutuka			Obuasi Circuit Court	
		Railways			Obuasi District	

					Court	
		Akrofuom				
		Ampunyasi				
		Akrokerri				
		Fomena			Fomena District Court	
		Bodwesango				
		Fumso				
		Brofoyedru				
		Bodwesango				
		Anhwiaso				
		Andsi-Dompoase				
		New Edubiase			New Edubiase District Court	
		Fumso				
		Atobiase				
		Sikaman				
		Ejisu			Ejisu District Court	
Ejisu		Boankra				
		Kwaso			Kwaso District Court	
		Juaben			Juaben Circuit Court	
		Bonwire				
		Domeabra				
		Amanfrom	Amanfrom Camp Prison			
		Ahinsan	Ahinsan Camp Prison			
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